



DHL GOTRADE GBSN

FELLOWSHIP PROGRAM

Program Guideline



FELLOWSHIP PROGRAM

In Partnership with



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Welcome

Welcome to DHL GoTrade GBSN Fellowship Program!

This Fellowship Program in partnership with DHL Group and GBSN is designed to partner selected postgraduate business students with small and medium-sized enterprises (SMEs) in developing and least developed countries. The aim is to enable SMEs to access the global market and to enhance student development with practical learning opportunities.

We cannot wait to build meaningful relationships with you all.

After reviewing countless applications and engaging in many hours in planning meetings, you truly are a select group of Fellows (students) and Entrepreneurs (SMEs). You should all be very proud. In you, we have found partners with the drive, potential, and determination to effect change through trade in the world.

Why Have We Created the DHL GoTrade GBSN Fellowship Program?

DHL Group and the Global Business School Network (GBSN) have joined forces to accelerate international development through programs that educate and empower people in developing countries. The overarching objective is to improve access to education as well as support economic and social development. We are doing this by connecting business students and scholars to business and community initiatives led and supported by DHL Group.

Welcome

Who is the team behind the DHL GoTrade GBSN Fellowship Program?



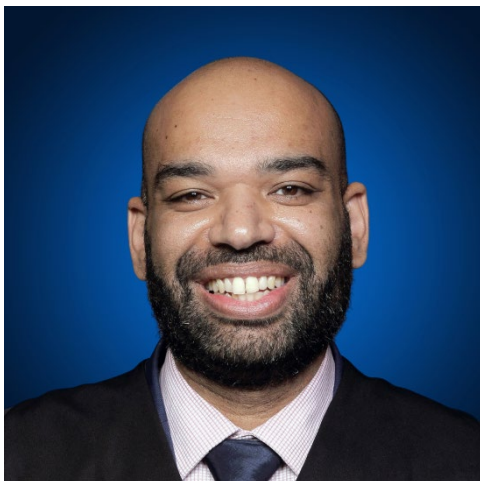
Paula Cubí,

Program Director, GoTrade, DHL Group

Paula has been with the Group for 5 years, holding various positions in the fields of HR and most recently of Sustainability.

Degree in Law and diploma in Business from Universidad Pontificia Comillas (Spain), and a Master's Degree in Business Law from Centro de Estudios Garrigues; prior to joining Deutsche Post DHL Group, Paula practiced as a lawyer in a prestigious international legal services firm. She has also worked as an associate Professor at Antonio de Nebrija University (Law faculty), which has allowed her to remain linked to the academic world.

Paula is a passionate defender of labor rights, gender equality and volunteer actions, especially those related to education and childhood.



Rob Vember

Director, Programs & Partnerships, GBSN

Rob is a multi-award-winning broadcaster who has worked for some of South Africa's most iconic media brands across radio and television. Following a semester studying International Business at The George Washington University in D.C., he joined the Global Business School Network, and currently serves as Director of Programs & Partnerships.

Rob holds degrees in Journalism & Media Studies and Politics from Rhodes University in South Africa, and an MBA from the University of Cape Town's Graduate School of Business. He is currently pursuing an LLB.

Rob serves on the Advisory Boards of Management Skills for Wildlife Conservation (MSWC), and AHEEN, The African Higher Education in Emergencies Network.

Program Overview

The 12-month Fellowship Program, commencing in April 2024, draws on DHL Group's expertise in global trade and logistics to help developing and least developed countries implement best-in-class policies and procedures at the border, as well as helping local businesses to access the global market. The Program also draws on the strength of GBSN's membership to provide Fellows with further opportunities to strengthen their network and career growth potential.

The Fellowship Program has two main objectives:

It teaches Entrepreneurs and Fellows about the value of cross-border trade and gives Entrepreneurs the tools to access the global marketplace and to leverage international trade. Supporting Entrepreneurs in the world's developing and least developed countries to access global markets is a proven way to connect people and improve lives.

It creates meaningful experiential learning opportunities for top performing business management students. They will learn, through collaboration with the Entrepreneurs, to operate in often ill-defined markets, with scarce resources, and in less structured environments.

As a collective, we aim to increase the volume of Entrepreneurs trading internationally and to support business growth. We expect to see an expansion in the number of countries traded with, and importantly, to see efforts to ensure the sustainability of these new business relationships. At the end of this year-long process and beyond we would like to be able to track and see the growth of both Fellows and Entrepreneurs.

Program Overview

The Program can broadly be divided into the following main pillars:

FELLOWS & ENTREPRENEURS		
Activity	Overview	Graduation criteria / program requirements
Fellow / Entrepreneur collaboration	Postgraduate business management students assigned to SMEs to consult and collaborate on specific business challenge(s).	Separate check-in on collaboration and progress of Entrepreneur & Fellow pair 2 times/ year via short survey.
<i>Trade and Grow beyond Borders</i> training curriculum	The formalized curriculum undertaken by Fellows and Entrepreneurs aimed at enabling logistics capabilities and enhancing trade and growth opportunities in developing markets.	Participation in at least 5 modules of which 2 modules are mandatory for everyone.
Business Review Meetings (BRM)	Meeting with DHL country/regional managers enabling each Fellow & Entrepreneur pair to report on progress, discuss challenges, and get feedback. These ± 20-minute minute meetings will require you to make formal presentations.	Participation in all 3 BRM including the preparation of a presentation (to be handed in 5 working days prior to BRM).
Alumni Network	Upon completion of the Program, Fellows and Entrepreneurs might join the Alumni Network of the Fellowship Program.	Voluntary

Program Overview

The Program can broadly be divided into the following main pillars – cont.- :

FELLOWS ONLY		
Mentoring	Fellows who have indicated their interest in being assigned a DHL mentor will receive support furthering their personal and career development goals.	Check-in with DHL mentor on initial contact via survey
Networking & Career Development	Quarterly convening of Fellows to increase networking and career growth opportunities.	Participation in at least 3 of 4 network meeting events
Program Reflections	Important to the success of the program is your personal and professional growth. Spend time over the year reflecting on your objectives.	Submission of all 3 Reflection Notes as per deadlines.

Program Activities

Fellow / Entrepreneur relationship

Central to the success of the Fellowship Program is the strength of the relationship between the Fellow and Entrepreneur.

Formal opportunities will be created for you to engage through the *Trade and Grow beyond Borders* training curriculum, Business Review Meetings, and via other aspects of the Learning Journey. It is, however, important to note that it is the responsibility of both Fellow and Entrepreneur to take the initiative to foster an ongoing working relationship.

Mutual respect is key. The cross-cultural component of this program is deliberate and intentional. It is likely that you will be paired with a Fellow or Entrepreneur from a different culture and country, who may even speak a different language. Engaging under these conditions can often lead to misunderstandings but with patience, respect and empathy, this will be an enriching experience. It is crucial to build a sense of mutual trust which usually requires dedication, focus and leaning into the experience.

Additionally, all parties are reminded to be mindful of each other's commitments both within and outside of the Fellowship Program.

As program coordinators, we will track your progress and check-in with each Entrepreneur and Fellow separately two times during the program run via a short survey. It is crucial to get your feedback on how your relationship is evolving and how you are progressing. However, should any difficulties arise, it's important that you reach out to us sooner rather than later. The earlier we are made aware of any challenges, the sooner we can address them.

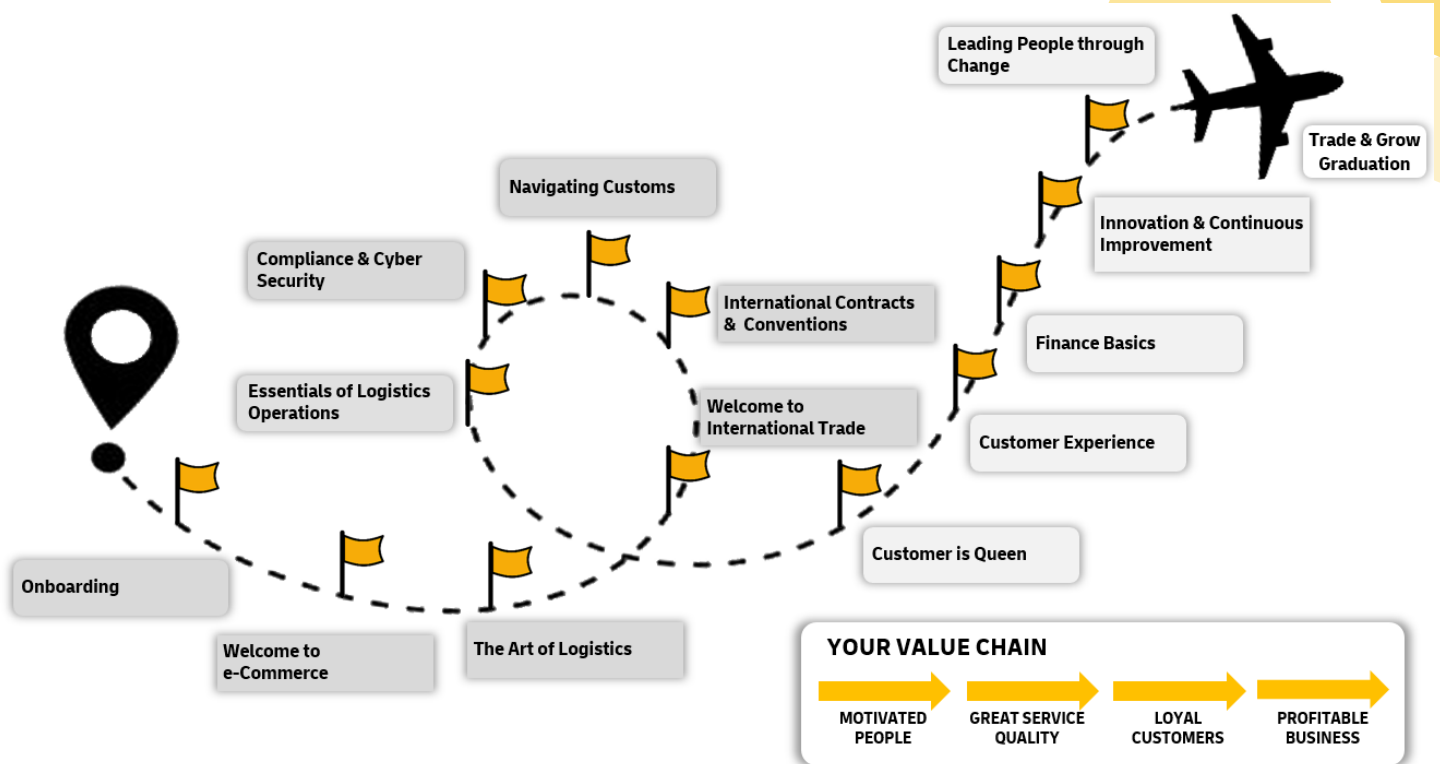
Trade and Grow beyond Borders training curriculum

What is the training curriculum about?

DHL developed the *Trade and Grow beyond Borders* curriculum to facilitate trade and support entrepreneurs to achieve socio-economic and inclusive development. In summary, the curriculum is about international trade and everything that is relevant to it, from your own business through logistics and customs processes to your customers.

During the first session, the 1.1 onboarding module, you will get to know your learning journey and how the different modules of the curriculum contribute to your value chain. The following modules 2-8 focus on logistics, international trade, customs and compliance whereas modules 9-13 cover various topics related to general business skills.

Program Activities



How does the training work?

- **Participants:** Both Entrepreneurs and Fellows
- **Frequency:** The modules will take place between April and October 2024
- **Duration:** Each module will last approximately 1.5-2.5 hours
- **Medium:** The online trainings will be facilitated via Zoom; two out of the 13 modules are self-paced eLearnings
- **Organization:** You will receive a link from gotrade.training@dhl.com to sign up for your preferred trainings on April, 18th. Please note, that two trainings are mandatory for you to participate (i.e., *Welcome to International Trade* and *Navigating Customs*) whereas you are free to choose the remaining ones. In total we expect you to participate in 5 modules and we will track your participation. Once signed up for trainings, you will receive an invite with all necessary information. Please note that it is crucial to download the respective learning journal prior to each training you will attend. You will find the download link in your invite.
- **Trainer:** Two DHL colleagues who have received special training will facilitate each session
- **Graduation criteria/ program requirement:** We expect you to participate in at least 5 modules. Out of these 5 modules, two are mandatory for everyone to attend (i.e., *Welcome to International Trade* and *Navigating Customs*). The remaining 3 modules you can choose freely, depending on your business needs and/ or interests.

Program Activities

Business Review Meetings

What is the purpose of the Business Review Meeting?

The review meeting reinforces accountability for each Entrepreneur and Fellow pair as they report on their progress. Additionally, it gives you the chance to discuss challenges and opportunities, get feedback and celebrate successes.

How do Business Review Meetings work?

- **Participants:**
 - Pairs of Entrepreneur and Fellow
 - DHL country manager and/ or DHL country Senior Management team members
 - Member(s) of DHL GoTrade team
 - Member(s) of GBSN team
- **Frequency:** Review meetings will take place three times during the program run. The Business Review Meetings will take place within the indicated timeframe over a period of two weeks. Each pair is only required to attend their specific presentation slot.
- **Duration:** Each review meeting will last 20 minutes.
- **Medium:** The meetings will take place online.
- **Organization:** The meetings will be scheduled in blocks according to the country of the Entrepreneur, and you will receive an invite in advance of the meetings.
- **Graduation criteria/ program requirements:** Your participation is mandatory in all three Business Review Meetings. We also expect you to hand in a presentation five working days prior to the scheduled Business Review Meeting to all participants.

What should you cover in the Business Review Meeting?

- Each meeting should allow the participants to understand the actual status of the business and the steps to be taken to drive future business growth. The development journey will of course vary from business to business, but in general the review meetings would follow this general structure:
 - **First Meeting:** Each Fellow and Entrepreneur pair should introduce the general status of the business, i.e., explaining the market position, the competition, the financial situation and any development opportunities. Use this information to identify and discuss the most relevant business issues which need to be addressed and identify key actionable improvement activities.

Program Activities

- **Second meeting:** The focus of this meeting is to share the details of the improvement activities with the review team. This should include what kind of impacts or results are expected to be achieved upon completion of each activity. Based on the feedback of the review team, the improvement activities could be adjusted or enhanced.
- **Third meeting:** During this final meeting, participants will collectively review the results to see what has been achieved along the development journey and discuss how to continue after the completion of the program.

Things to keep in mind

Be prepared

A successful and beneficial review meeting needs preparation including things like agenda, presentation deck with all relevant data, outlined challenges, opportunities, and next steps.

Prepare as a team

Each Entrepreneur and Fellow pair should gather the information they need to report on progress. Think about specific information and insights each of you can provide for the agenda and presentation. This is a partnership. We expect to see and hear from both Entrepreneur and Fellow during the BRMs. Discuss which topics you would like to bring up and how you would like to present during the meeting (e.g., PowerPoint format with available templates to be provided). The prepared material should be shared with all participants at least five working days prior to the scheduled meeting.

Be concise and to the point

There is a big difference between meetings that are “short” and those that are “value-rich.” Even short meetings can feel like hours if they are not engaging. So, do not pad the agenda with useless fluff. In fact, you may want to structure it so that the critical information is handled first.

Ask questions

The Business Review Meeting is not a one-way presentation. All participants are expected to ask questions, and this is your opportunity to raise questions you have been burning to address. Questioning increases the understanding of all stakeholders involved and can help lead to valuable solutions.

Program Activities

Fellows only

Mentoring

What is mentoring?

Mentoring is a voluntary but formal, structured relationship between someone (mentor) who can convey their knowledge and experience to another (mentee), who in turn, wants to learn from that experience.

Both mentor and mentee should have a sincere interest in learning and development and want to grow personally through mentoring others or by being mentored. Mentoring is characterized by the willingness to share skills, knowledge and expertise, and the openness to talk about personal strengths and weaknesses, to receive feedback and to accept challenge.

How does the mentoring work?

- **Participants:** Fellow and DHL manager
- **Frequency:** Agreed between mentor and mentee; we recommend a session every 4-6 weeks
- **Duration:** Agreed between mentor and mentee; we recommend 30 minutes to one hour
- **Medium and Location:** Agreed between mentor and mentee; most likely, the meetings will be online
- **Organization:** Initially, the mentee should take the initiative to reach out to his/her mentor; further meetings are by alignment between mentor and mentee
- **Matching criteria:** Both mentors and mentees are matched mainly based on expertise and background, as well as language capabilities. The assigned mentor remains in place for the duration of the program (unless otherwise instructed by the global team)
- **Graduation criteria/ program requirements:** We expect you to take the initiative to reach out to your mentor. We will follow up with each DHL mentor to check if this happened in an appropriate timeframe

Program Activities

What could a first mentoring session look like?

- Preparation
 - Have discussion materials ready
 - Have required comms applications installed (e.g., MS Teams, Zoom, etc.)
- During the session
 - Introduce yourself
 - Establish expectations
 - What are your needs at this present time as a mentee?
 - What are your main interests/skills?
 - What are you concerned about regarding your future work life?
 - What do you expect from the mentoring?
 - What do you expect a mentor to be able to do?
- Discuss the role of the mentor & mentee
 - Time/commitment to the mentoring program
- Plan for the next sessions
 - Set up discussion topics, plan schedules, if necessary, etc.

What could be potential mentoring topics?

- Understanding organizational politics, culture and processes on a larger scale
- Gaining knowledge and technical expertise
- Developing alternative views/solutions
- Understanding and working through change
- Personal/career advancement planning

Program Activities

Things to keep in mind

Ensure confidentiality

Both mentor and the mentee are responsible for maintaining and respecting the confidentiality of all information shared during the mentoring relationship as this may be sensitive and personal. Any information shared outside the relationship must be by express agreement.

Show responsibility & respect

Share joint responsibility for the success of the mentoring relationship by ensuring this is positive for both parties. Furthermore, demonstrating respect for each other is important. Communication should be professional, and never offensive. Mentor and mentee should approach situations with sensitivity - listen and withholding judgment.

Manage boundaries & roles

Mentoring relationships may develop into friendships over time. It is important to keep a clear mentoring relationship and not allow personal feelings to influence professional actions. Stay mindful of maintaining confidentiality, objectivity and equal partnership.

Discuss contracting

Examples of clear contracting should include clarity regarding length and frequency of sessions, agreement on whether it is permissible to make email/telephone/text contact concerning mentoring issues between mentoring sessions, responsibility for finding a suitable location or medium for the mentoring session, etc.

Ensure time management

Respect each other's time and attend any planned meetings punctually - with ample notice of any changes or cancellations.

Establish a review mechanism

Giving and receiving regular feedback is a critical part of the mentoring process. The relationship should be reviewed after six months against the objectives agreed at the start. If objectives have changed then this should be recognized and either the continuation of the mentoring relationship reviewed, or the focus and approach of the meetings altered accordingly. A learning journal is often useful for recording learning from each meeting and for the review process.

Program Activities

Keep a mentoring journal

It might be helpful to keep a journal of the mentoring process as this can provide continuity from one meeting to the next. Also, a written account of what has been discussed can be particularly useful to look back on at a later date.

Manage the end of the mentoring

The end of the mentoring partnership is a natural part of the process and one from which you can learn a great deal. The transition does not mean the mentee and mentor will have no further contact – often former mentoring partners remain informal coaches. It just means that the overall program has concluded, you have achieved the objectives of the relationship and no longer need to maintain the structure of a mentoring partnership.

Troubleshooting

Hopefully, you will find yourself in a productive mentoring relationship that is rewarding for both mentee and mentor. That said, occasionally mentoring arrangements encounter issues despite everyone's best efforts. The fact is that some mentoring relationships simply do not work out. Do not prolong the arrangement unnecessarily. Instead, have a constructive discussion about how to end this mentoring relationship. Additionally, please inform your Fellowship coordinators as they may be able to support you in finding an alternative solution together.

Networking and virtual learning

GBSN will convene all Fellows quarterly to create networking opportunities, provide speakers to engage students on relevant career growth subjects, and facilitate workshops aimed at general development.

Upon successful completion of the Fellowship Program you will join our Alumni Network. The aim is that you continue to be a resource for one another as you advance on your respective journeys, and for those students who follow in your footsteps and become the next DHL GoTrade GBSN Fellows.

Communication

Communication is key to any successful collaborative program. To ensure that you receive the latest information from the global team, and are able to communicate effectively with each other, we offer multiple opportunities to stay connected.

Email communication

Announcements, information, events, reminders and more will follow via the gotrade@gbsn.org email address.

This email can also be used if you want to reach out to the global team for any queries.

WhatsApp groups

We will create dedicated WhatsApp groups for our English and Spanish speaking participants respectively. These groups will serve for overall program communication purposes (e.g., announcements, reminders).

Zoom/Skype/Teams

For regular reviews, check-ins, and group sessions, you will be asked to join via Zoom or MS Teams. You can choose to use any other convenient platform for your 1:1 session.

Program Reflection Notes

Fellows only

Central to the DHL GoTrade GBSN Fellowship Program is ‘growth’. Growth in trade and business, but equally important to the success of the program is your personal and professional growth. For this reason, we encourage you as Fellows to spend some time over the year reflecting on your objectives by answering the following questions.

You are encouraged to be open and honest in your reflections.

Reflection ONE

Due date: 31 May 2024

List and discuss your top (no less than three) personal development objectives for the Fellowship experience—i.e., what knowledge, skills, and behaviours/perspectives would you like to develop?

Reflection TWO

Due date: 31 October 2024

Reflecting on your experience so far, what skills have served you well as a GoTrade Fellow? What challenges have you experienced that have identified further areas of growth and development for you.

Reflection THREE

Due date: 31 January 2025

Looking back at the personal development objectives you listed in ‘reflection one’ at the start of this journey, how would you characterize your development since then? Has the program assisted you in making meaningful advancements towards achieving those objectives? How have you aided the goals of your assigned SME, and how have they aided yours?

All reflections to be emailed to gotrade@gsbn.org by the respective due dates.

Format: Submissions need not exceed 1–2 pages each.

- MS Word or PDF files ONLY.
- The file name should include your full name.

DHL GoTrade GBSN Fellowship Program – Timeline 2024/25

Activity	2024									2025		
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Overall program milestones	◆ 18 April											
Entrepreneur-Fellow collaboration	Ongoing											
Trade & Grow beyond Borders Trainings - English	◆ 1	■ 2 ■ 3	■ 4	◆ 5	■ 6		◆◆◆ 7 8 9	■ 10	◆ 11			
Trade & Grow beyond Borders Trainings - Spanish	◆ A	■ B ■ C	■ D	◆ E	■ F		◆◆◆ G H I	■ J	◆ K			
Business Review Meetings		■ 13-21 May			■ 22 -31 July				■ 11-22 November			
Mentoring (Fellows only)		■ Matching email					Mentoring ongoing depending on individual agreement					
GBSN networking sessions (Fellows only)		■ Session I			■ Session II			■ Session III		■ Session IV		
Program Reflection (Fellows only)			◆ 31 May					◆ 31 October		◆ 31 January		

Training legend

- 1 - Onboarding
- 2 - Welcome to eCommerce
- 3 - The Art of Logistics
- 4 - **Welcome to International Trade**
- 5 - International Contracts & Conventions
- 6 - **Navigating Customs**
- 7 - Compliance & Cyber Security
- 8 - Customer is Queen
- 9 - Customer Experience
- 10 - Finance Basics
- 11 - Leading others through Change

- A - Incorporación
- B - Bienvenida al comercio electrónico
- C - El arte de la logística
- D - **Bienvenida al comercio internacional**
- E - Contratos y convenios internacionales
- F - **Fundamentos de aduanas**
- G - Cumplimiento normativo y Ciber seguridad
- H - El cliente es la reina
- I - Experiencia del cliente
- J - Conceptos básicos de finanzas
- K - Dirigir a otros a través del cambio