



DHL GOTRADE GBSN

FELLOWSHIP PROGRAM

Program Guideline



FELLOWSHIP
PROGRAM

In Partnership with

gbsn Global Business
School Network

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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.

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.

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



Paula Cubí,

Global Coordinator, GoTrade, DHL Group

Paula has been with the Group for 6 years, holding various positions in the fields of HR and most recently of Sustainability.

She has a 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

Program Director, 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 and 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 9-month Fellowship Program, commencing in March 2025, 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 students with further opportunities to strengthen their network and career growth potential.

The Fellowship Program has two main objectives:

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

It creates meaningful experiential learning opportunities for top performing business 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 program and beyond we would like to be able to track and see the growth of both students and entrepreneurs.

Program Overview

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

STUDENTS & ENTREPRENEURS		
Activity	Overview	Graduation criteria / program requirements
Student / entrepreneur collaboration	Postgraduate business/ management students assigned to SMEs to consult and collaborate on specific business challenge(s) and opportunities.	Separate check-in on collaboration and progress of Entrepreneur & Fellow pair 2 times via short survey.
<i>Trade and Grow beyond borders</i> training curriculum	The formalized curriculum undertaken by students 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 student & 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).
End-of-program paper	This paper is intended to clearly articulate any identified problems, corresponding solutions and lessons learned. Both student and entrepreneur must demonstrate how they applied their learning and experience to support the business along with a clear outlook for the business going forward. The students' papers will be marked.	Delivery of paper by the end of the program.
Alumni Network	Upon completion of the Program, students 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.- :

STUDENTS ONLY		
Mentoring	Students 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 students to increase networking and career growth opportunities.	Participation in at least 3 of 4 network meeting events

The overall time commitment per month will be approximately 15-20 hours each for the entrepreneur and student.

Student / Entrepreneur relationship

Central to the success of the Fellowship Program is the strength of the relationship between the student 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 student 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 student 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 student 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.

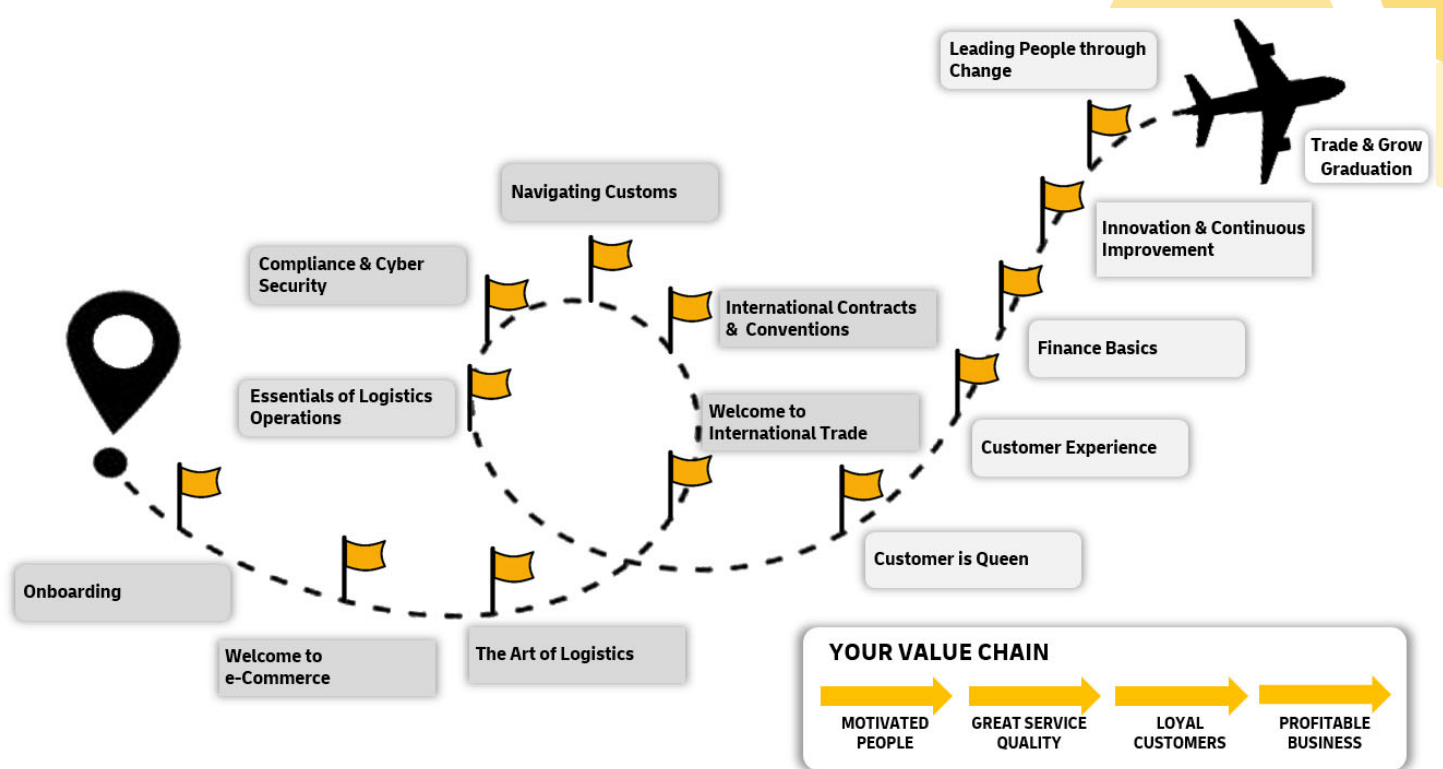
Trade and Grow beyond Borders training curriculum

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 students
- **Frequency:** The modules will take place between March and October 2025
- **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
- **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.

Business Review Meetings

What is the purpose of the Business Review Meeting?

The review meeting reinforces accountability for each entrepreneur and student 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 student
 - 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 program run. **Duration:** Each review meeting will last 20 minutes
- **Medium:** The meetings will take place online
- **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 progress of activities 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 student 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 and opportunities which should be addressed and identify key actionable activities.

Program Activities

- **Second meeting:** The focus of this meeting is to share the details of the 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 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 program end.

End-of-program paper

In this paper, you are expected to clearly articulate any identified problems, corresponding solutions, and lessons learned throughout your experience in the program. This means that you should analyze the challenges you encountered during the project and provide well-defined solutions to address those challenges.

Additionally, you should reflect on the lessons you learned from these experiences and explain how they have contributed to your personal growth and development. Furthermore, your paper should demonstrate how you applied your MBA learning and experience to support the business. This involves showcasing the knowledge and skills you acquired during your MBA program and explaining how you applied them in a practical setting within the context of the Fellowship Program. You should highlight specific instances where your MBA education played a role in overcoming challenges, making informed decisions, and contributing to the success of the business.

Finally, your paper should include a clear outlook for the business going forward. This means providing a forward-looking perspective on how the business can continue to thrive and make a positive impact. Consider discussing potential opportunities for growth, areas for improvement, and strategies for sustainability.

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:** Student 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
- **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

Networking and virtual learning

GBSN will convene all students 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 students.