

AI ENHANCED TALENT DEVELOPMENT

Supporting the Senior Leadership Excellence Program (SLEP), Batch III:
How Siemens and GloCoach Integrated Emergent AI and Advisory Coaching to Elevate Senior Talent Development





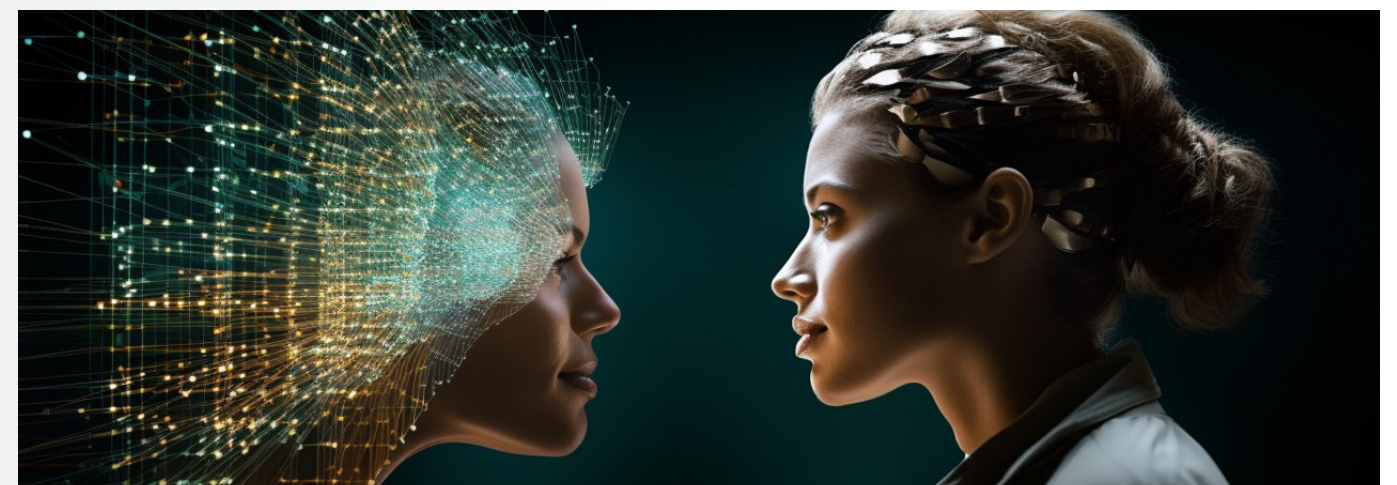
At Siemens, our people are our greatest asset. Their growth and development are critical to the success of our organization. This is why we are committed to investing in them with the most advanced resources available. Through innovative partnerships like the one we've built with GloCoach, we ensure that our leaders are equipped with the tools they need to thrive in today's rapidly evolving business landscape.

Together, we are fostering a culture of continuous learning and leadership excellence.

Dr. JY Wu
Head of P&O
Talent and Leadership
Siemens Asia & Australia

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EXECUTIVE SUMMARY

AI-Driven Talent Development

The Siemens Senior Leadership Excellence Program (SLEP) is an exclusive, year-long initiative designed to cultivate top leaders within Siemens through a dynamic participant co-creation model that emphasizes self-reflection, peer interaction, and professional guidance. Participants collaborate closely with their supervisors to create personalized development plans.

To enhance the program's effectiveness, Siemens has partnered with GloCoach, a leading provider of talent assessment and coaching-based development solutions. By leveraging the AI-powered Observation Based Assessment (OBA) and personalized Advisory Coaching, GloCoach facilitates growth through a tailored approach that precisely identifies individual strengths and growth areas, fostering comprehensive career development for participants.

This whitepaper explores how GloCoach's innovative AI approach was instrumental in the success of SLEP Batch III and provides valuable insights for People & Organization (P&O) leaders seeking to enhance leadership development across their organizations.

Key Takeaways:

- 1. Integrated On-the-Job Learning Via Advisory Coaching:** GloCoach successfully addressed a key challenge for the Siemens P&O team by blending the SLEP participants' on-the-job experiences with Observation Based Assessment and Advisory Coaching. This integration allowed participants to develop in ways that directly impacted business results, offering immediate and measurable improvements.
- 2. Precision and Scalability with AI:** The AI-powered OBA ensures accurate, bias-free assessments based on real-world behaviors observed by stakeholders. This approach eliminates the limitations of traditional, survey-based assessments and enables scalable solutions that maintain consistency and depth.
- 3. AI-Human Synergy for Personalized Development:** By combining AI-driven insights with human expertise, GloCoach delivers personalized development journeys that are tailored to each leader's unique needs, ensuring impactful results.
- 4. Actionable and Forward-Looking Strategies:** AI-generated growth paths provide clear, actionable strategies for leadership improvement, which are then aligned with each talent's line manager. This unique approach ensures crystal-clear goals for what needs to be improved, addressing both immediate priorities and long-term objectives while preparing participants for future challenges.

19

exceptional individuals were chosen for Batch III of Siemens' Senior Leadership Excellence Program (SLEP), selected for their outstanding performance, attitude, and leadership potential. Aimed at enhancing competencies crucial for their future success, each participant underwent an Observation-Based Assessment and Advisory Coaching, completing their development journey in early 2024. This is their story.



This program makes a lot of sense. I have seen very big progress with both of my team members who participated. The progress is quite apparent. I really appreciate the whole process, as well as the quality of the coaches. I know my team feels the same way.

Line Manager 5
Head of IT



My coach, a former corporate CFO, provided valuable guidance that enhanced my leadership maturity. She imparted extensive knowledge about upper management and team management, which has been inspiring and clarifying for my career growth. I am highly satisfied with her coaching. We practiced upward reporting and received practical advice. GloCoach's program was well-structured and well-prepared.

Talent 18
Commercial Manager

THE LIMITATIONS OF SURVEYS

Survey-Based Talent Assessments: Ineffective, Biased, and Inadequate for Siemens' Workforce Needs

A critical part of the SLEP journey is to identify each leader's core strengths and pinpoint areas where targeted development can remove barriers and accelerate their path to peak performance.

However, the Siemens P&O* team, in their pursuit of exceptional leadership development, recognized that their existing talent assessment tools had several shortcomings.

They sought a solution that transcended the limitations of traditional survey-based assessments, which often fail to provide the depth, accuracy, and context necessary for truly impactful leadership development.

* P&O refers to "People & Organization", which is equivalent to "HR" in other companies.

GALLUP®

14% of **employees** find performance reviews motivating

Deloitte.

8% of **managers** believe that their performance management process is worth the time they put into it

SIRM

58% of **HR professionals** believe that traditional survey-based performance appraisals are ineffective

Survey Shortcomings Drive Siemens' Search for Superior Assessment Tools

01

Lack of Depth

These tools relied on formulaic algorithms, making vague assumptions about behaviors and motivations, lacking the specificity needed to accurately identify strengths and growth areas.

02

Labeling

Talents were categorized into broad groups, such as "red," "blue," or "green" (e.g., DISC) or placed into one of 16 boxes (e.g., Myers-Briggs), limiting individual insights.

03

No Solutions Offered

These tools identified growth opportunities but failed to provide actionable solutions, leaving L&D professionals to find appropriate interventions.

04

Lack of Vision

Most assessments lacked a forward-looking vision, failing to describe what successful development would look like in a talent's role after completing a program.

ACCURACY WITH OBSERVATION BASED ASSESSMENT



Precision Through AI

Siemens SLEP sought a more insightful tool to identify each talent's strengths and growth areas. Enter the GloCoach Observation-Based Assessment (OBA), a unique tool that acts like a "fingerprint," leveraging real-world, on-the-job behavior observations from stakeholders' perspectives. These insights, articulated in stakeholders' own words, are made scalable through advanced AI.

Unlike traditional surveys, OBA provides detailed, context-rich behavioral analyses using live interviews aligned with the GloCoach Leadership Model. This approach offers a precise understanding of how specific behaviors impact outcomes, enabling the identification of key behaviors needed for enhanced performance.



*Overall, I am quite impressed with the progress I saw. It's quite positive. As a result, I am now more seriously considering **Talent 4** as a potential successor.*

Line Manager 4
Finance & Controlling Lead

Linking Observed Behaviors with Business Outcomes Using Advanced AI

The Observation Based Assessment begins with crucial insights which are systematically captured via live, 1-on-1 interviews between a GloCoach Consultant and the talent's sponsors. This provides leadership with a profound understanding of behavioral impacts.

To see how this played out with the SLEP leaders, let's have a look at the data collected from an interview with Talent 1's line manager:



01 Sponsor is interviewed and shares perspectives on talent's observed behaviors, both positive (strength behaviors) and negative (growth behaviors).

"Talent 1 over-leverages data and evidence when sharing his approach and setting direction with the team and stakeholders. The balance of logic and passion in his stories are heavily biased toward logic."

02 Sponsor is asked to describe how the behavior impacts on-the-job (OTJ) performance, thus linking the behavior to outcomes.

"Talent 1 can overwhelm the audience with more data and evidence than is necessary. At the same time, the audience may sometimes not know how Talent 1 feels. The know what he thinks, but what he feels is equally valuable when sharing direction and building follower-



Mapping Leadership Competencies Without Bias

By utilizing TalentSync, a GloCoach AI-powered tool, the Siemens Leadership Narrative and GloCoach Leadership Model are seamlessly synced, creating an integrated framework. This synchronization is further enhanced by another AI tool from the GloCoach toolkit, which maps the observational behaviors noted by each talent's sponsors

against this unified model. The combination of these processes and AI tools effectively eliminates bias, allowing Siemens leadership to make fair and unbiased judgments of individual performance. This comprehensive approach also facilitates a clear and thorough analysis of the team as a whole.

Builds Followership
"Talent 1 over-leverages data and evidence when sharing his approach and setting direction with the team and stakeholders. The balance of logic and passion in his stories are heavily biased toward logic."

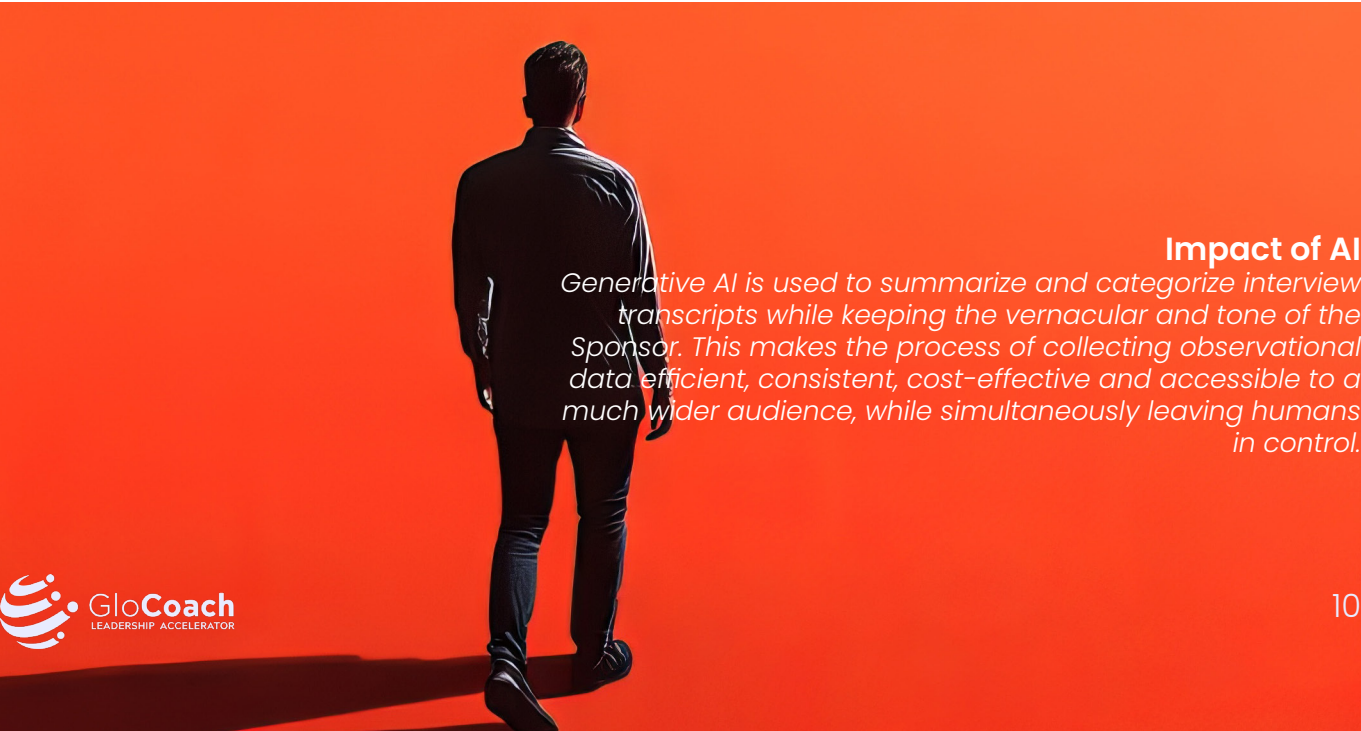
Each behavior is mapped to one of the 32 GloCoach leadership Competencies...

03

Leads with Integrity & Authenticity
"Talent 1 can overwhelm the audience with more data and evidence than is necessary. At the same time, the audience may sometimes not know how Talent 1 feels. The know what he thinks, but what he feels is equally valuable when sharing direction and building follower-

...which, in turn, has been linked to one of Siemens' leadership competencies.

04



Impact of AI

Generative AI is used to summarize and categorize interview transcripts while keeping the vernacular and tone of the Sponsor. This makes the process of collecting observational data efficient, consistent, cost-effective and accessible to a much wider audience, while simultaneously leaving humans in control.

Defining Actionable Growth Strategies Using Advanced AI

With the scalability afforded by AI, forward-looking suggestions for each talent's ideal behaviors are also collected. This enables us to create a highly descriptive target for the talent's growth. It also enables us to identify which growth behaviors, when addressed, will have the biggest impact on the talent's success and career progression.



05 Sponsor shares forward-looking suggestions for talent's ideal behaviors.

"Talent 1 would focus on engaging both the mind and heart of his audience. He would embrace some new communication approaches and include storytelling and person anecdotes about what he sees and what he feels... even what bothers him a bit about the plan.."



06 GloCoach AI generates a highly customized growth path for the talent, based on feedback from

"Talent 1's blind spot behaviors provide a consistent story regarding his opportunities to improve and contribute at an even higher level. Many of his development areas relate to his history as a leader of team members with whom he already has significant comfort and well-established relationships. This new leadership role requires Li Jun start anew in creating trust, driving influence, and Building Followership."

Talent 1 appears to be focusing his attention on being as helpful as possible in getting things done but may benefit by focusing a bit more on setting direction and inspiring others to find the right path forward toward that goal."

Impact of AI
Generative AI is used to summarize and categorize interview transcripts while keeping the vernacular and tone of the Sponsor. This makes the process of collecting observational data efficient, consistent, cost-effective and accessible to a much wider audience, while simultaneously leaving humans in control.

ADVISORY COACHING FOR ACCELERATED SUCCESS





Tailored Coaching Through AI and Human Synergy

Following the completion of the Observation Based Assessment, all SLEP III leaders embarked on a 9-hour journey of Advisory Coaching. Pioneered by GloCoach, Advisory Coaching challenges the limitations of contemporary coaching through its innovative Situational Leadership®-based methodology.

While contemporary coaching philosophies discourage coaches from sharing experiences or giving advice, Advisory Coaching empowers coaches with extensive business experience to engage coachees through a blend of supportive and directive interactions. Coaches are meticulously chosen for their operational expertise and are encouraged to share their experiences and advice judiciously. The unique matching process ensures that each coachee is paired with a coach whose professional background aligns perfectly with their specific needs. The focus is on cultivating a coaching relationship that drives introspection, imparts actionable advice, and shares relevant experiences, thereby maximizing leadership growth and development.

500+

coaches serve on GloCoach's platform, each carefully chosen for outstanding operational experience and trained to deliver **Advisory**

Matching Talent With The Right Coach Using A Data Driven Approach

GloCoach Advisory Coaching employs an algorithmic approach to finding the best-fit coach from among our pool of hundreds. While all of our coaches are selected for their real-world operational experience, we endeavor to identify 3 or 4 with just the right mix of industry and functional experience to help each talent with their specific growth objectives. We then invite the talent to interview each and choose the one with the best "chemistry."



As General Manager for a business unit that manufactures computer components, **Talent 1** needed a coach with not only strong understanding of industrial manufacturing, but also someone with demonstrable success in a senior leadership role. Additionally, although he is fluent in English, **Talent 1** preferred a coach who not only has international business experience, but who could coach in Chinese. Lastly, the ideal coach would also have a strong background in sales management.

As the former Managing Director for Vopak International, Anthony Zhou emerged as the ideal candidate for **Talent 1**. A native of China, Anthony has extensive leadership experience in a global business environment as well as a strong background in sales management. Following a successful "chemistry call" Anthony was selected by **Talent 1**.

7

GloCoach's AI module utilizes **seven** parameters to analyze coach profiles and matches talents with 3-4 uniquely qualified coaches based on their OBA reports, ensuring a tailored Advisory

Setting SMART Goals That Move The Needle

GloCoach mandates that each Talent and Coach establish a SMART (Specific, Measurable, Actionable, Relevant, Timely) goal at the outset of the program. This requirement ensures that the goals are well-defined and targeted, focusing on specific behavioral changes that are expected to yield clear and achievable outcomes. The SMART framework helps to set precise objectives, making it easier to track progress and measure success. Each goal is crafted to be actionable and relevant to the Talent's personal and professional development needs, while also being timely to ensure that progress can be made within a defined period. This structured approach is designed to maximize the effectiveness of the coaching process, driving meaningful improvements and tangible results throughout the program.

Talent 1's Observation Based Assessment report identified **Building Followership** as the competency that, if improved, would have the most impact on advancing his performance. Based on this clear direction, Talent 1 and his coach Anthony discussed several SMART goals before aligning on the following:

"Talent 1 will develop the ability to Drive a growth mindset among the management team, with the expected outcome of doubling the profit in P&L. This goal will be measured by Talent 1 1) Being perceived as a leader driving for continuous learning and with growth mindset and 2) his management team exhibiting growth mindset in tackling existing challenges."

Talent



Talent 1
General Manager

Stepping Outside The Comfort Zone With Engagement Activities

Advisory Coaching requires that each Talent compete an Engagement Activity after each session. Engagement Activities are custom tailored to push the Talent outside of his/her comfort zone, and towards the success behavior as identified in the SMART goal. Engagement Activities are a key element on the road to measurable outcomes.

Talent 1's and his coach aligned on several Engagement Activities which were custom tailored to help Talent 1 begin developing the behavior changes as defined in his SMART goal:

- Activity: Session 2
Engage in further face to face communication with key stakeholders every two weeks two weeks...
- Activity: Session 3
Establish a clearly defined partnership with sales team with the objective to gain deeper market insight...
- Activity: Session 4
Deliver more immediate recognition to team members in public settings...
- Activity: Session 5
Discuss with two other key stakeholders on the fate of the plant and share your own considerations.



Coach



Anthony Z.
Executive Coach,
GloCoach

Impact of AI
Generative AI leverages data from Talent 1's Observation Based Assessment and post-session feedback to draft SMART goals and Engagement Activities, each tailored to foster Talent 1's crucial growth behavior and behavior change. Trained on thousands of SMART goals and Engagement Activities along with their impacts, the AI crafts initiatives that meet rigorous criteria and are specifically designed for Talent 1. Humans then have the power to review, edit, and finalize these AI-generated

BATCH III IN FOCUS

A Team With Exceptional Strengths...



The key competencies identified as strengths in Batch III include Embodies Functional Expertise, Collaborates Across Boundaries, and Develops Talent, as frequently noted by sponsors. These competencies are critical for talent performance and organizational impact.

Embodies Functional Expertise is often highlighted across groups, signifying deep role-specific knowledge and proficiency. Talents with this competency are regarded as experts, capable of making informed decisions, solving complex issues, and driving innovation, significantly enhancing business results through their expert execution and high-quality outputs.

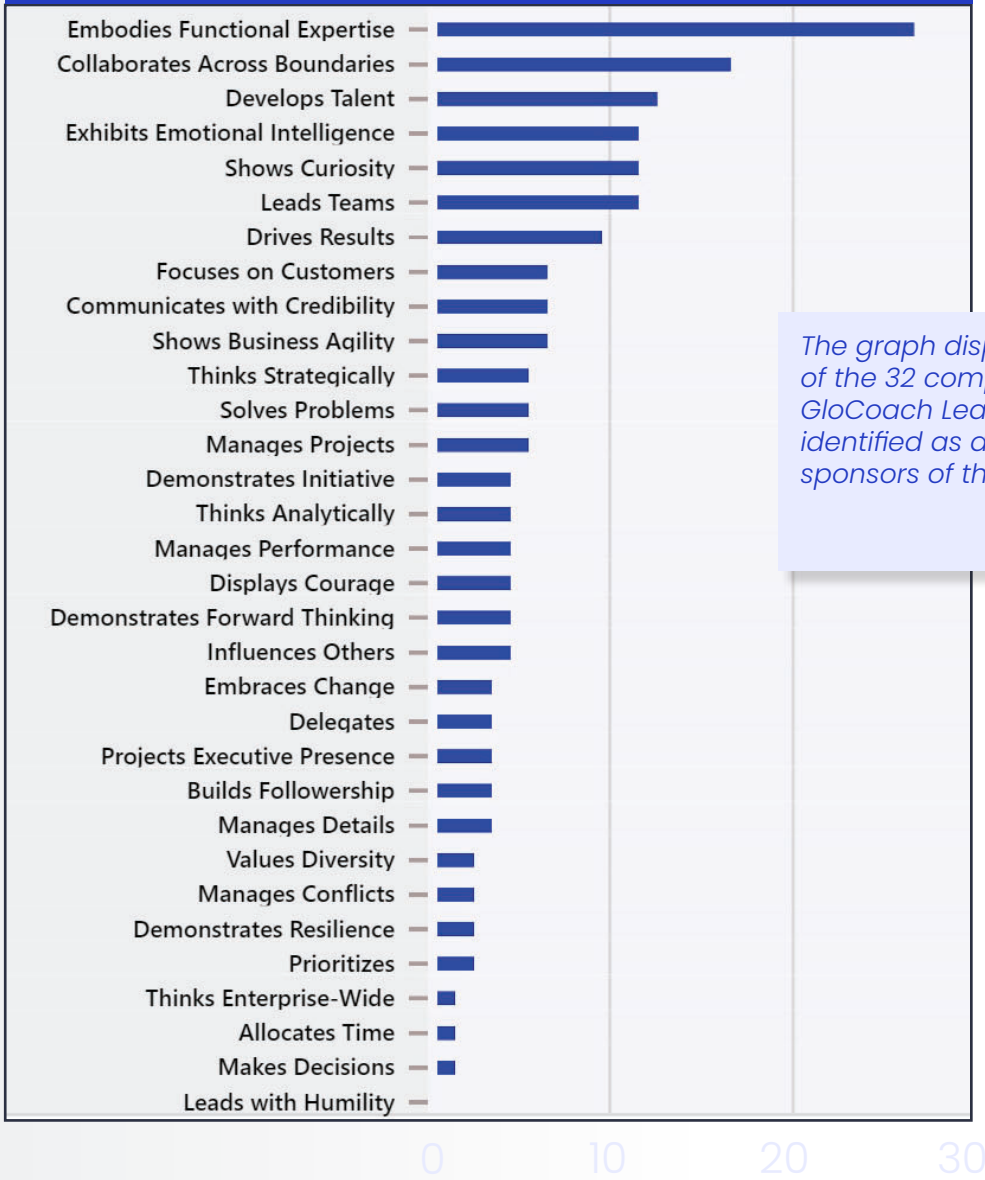
Collaborates Across Boundaries is another critical competency, emphasizing the ability to maintain relationships beyond one's immediate team. Talents who excel here effectively collaborate across departments and with external parties, driving cross-functional projects and fostering a collaborative culture, which boosts communication, innovation, and overall organizational goals.

Develops Talent is essential for assessing and nurturing team members' growth, focusing on development through guidance and learning opportunities. This ensures a ready pipeline of skilled individuals who can assume future leadership roles, impacting long-term organizational success.

Additional competencies like Focuses on Customers, Exhibits Emotional Intelligence, Drives Results, and Communicates with Credibility also play significant roles. These competencies enable talents to meet customer needs, demonstrate field expertise, manage interpersonal dynamics, achieve desired outcomes, and communicate effectively, all contributing to high-quality results and a positive work environment.

Collectively, these competencies empower talents to execute effectively, innovate through collaboration, and prepare future leaders, driving substantial business outcomes and fostering a productive workplace.

SLEP III Strength Competency Distribution



The graph displays how often each of the 32 competencies from the GloCoach Leadership Model was identified as a strength by the sponsors of the 19 SLEP III participants.

Impact of AI
As a key feature of GloCoach's Workforce Analytics Suite, AI analyzes the extensive data collected during the Observation Based Assessment to deliver a precise and detailed evaluation of Batch III's collective strengths, growth opportunities, and the impact of these competencies on overall business performance.

...And Opportunities For Growth

The top three Growth Competencies cited were **Leads Teams**, **Thinks Enterprise-Wide**, and **Builds Followership**, vital for the group's performance. Leading teams effectively is crucial for leveraging individual strengths and guiding teams towards organizational objectives. Thinks Enterprise-Wide is necessary for understanding business-wide impacts and making strategic choices that benefit the whole organization. Builds Followership is crucial for inspiring and motivating teams, impacting productivity and morale.

Other top competencies like **Exhibits Emotional Intelligence** and **Communicates with Credibility** are essential for leadership effectiveness. Leaders lacking emotional intelligence may struggle with workplace dynamics and self-regulation, while those unable to communicate credibly may fail to maintain stakeholder trust.

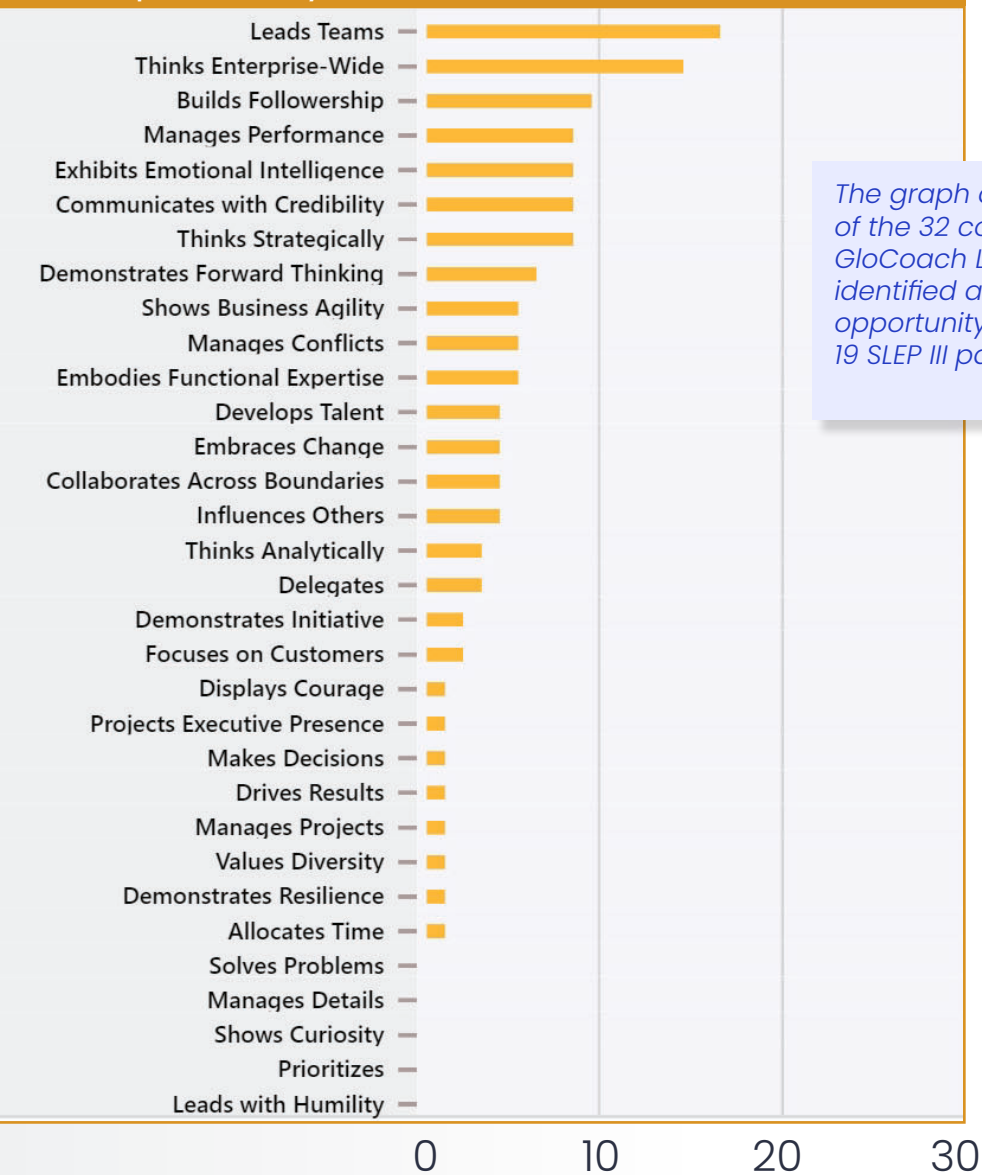
Notably, six of the top 10 Growth Competencies, including **Thinks Strategically** and **Manages Conflicts**, were not listed among the top 10

Strength Competencies, representing High ROI Competencies due to their significant impact and potential for quick gains through focused development.

Five competencies including **Leads Teams** and **Shows Business Agility** were both top Growth and Strength Competencies, categorized as Critical & Complex due to their importance. Leaders strong in these areas are likely more successful, while those needing improvement in these areas may require targeted interventions such as coaching.

In summary, the Siemens team's evaluation using the GCLM highlights essential Growth Competencies that require development. Prioritizing these competencies, particularly the High ROI and Critical & Complex ones, could markedly boost group performance and Siemens' overall success.

SLEP III Growth Competency Distribution



The graph displays how often each of the 32 competencies from the GloCoach Leadership Model was identified as a Blindspot (growth opportunity) by the sponsors of the 19 SLEP III participants.



Impact of AI
By processing data from individual observation-based assessments, AI generates insightful summaries. These summaries can be used to create highly targeted development plans for both individuals and teams, and to inform senior leadership about overall gaps that may impact business performance.

RESULTS THAT MATTER

Exceptional Growth In Competency

The 19 leaders selected for SLEP Batch III saw significant improvements in key leadership competencies such as communication, emotional intelligence, and collaboration. These results are a direct outcome of GloCoach's AI-driven process, which provided targeted coaching based on precise assessments of real-world behavior. One talent, for example, saw notable improvement in building cross-functional collaboration after their OBA highlighted a gap in this area.

Over the course of nine hours of Advisory Coaching, participants experienced a marked improvement in competencies such as leadership, communication, and emotional management. The AI-powered OBA allowed for personalized coaching sessions that were aligned with the leaders' most critical growth areas, as identified by AI from stakeholder feedback. The program also demonstrated that leaders who embraced AI-generated growth strategies showed significant progress in driving business outcomes.



OBA interviews
completed
pre-coaching

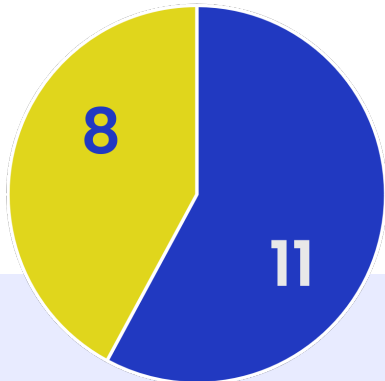
80

19

Talents completed
GloCoach Assessment &
Development Program

Growth
behaviors
identified among
the 19 SLEP III
Participants

113



Male Participants
Female Participants
Balanced gender ratio

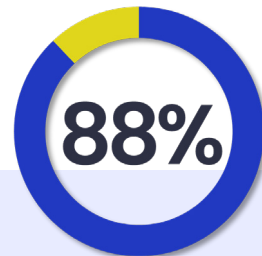
162

Strength
behaviors
identified

37

Goals completed among the 19 SLEP III participants

Strong Program Completion Rates



Average progress towards completion of development goals

1.9

Goals completed per talent



The coaching Program has given me a whole new experience. GloCoach recommended coaches with different background to me for chemistry talk. Each of the recommended coaches was a good match for my needs. My coach knows my working environment, the challenges I encountered, and always explores solutions with me. Unlike other coaches I had experienced before, my coach's advice was very practical and down-to-earth.

Talent 4
Audit Lead

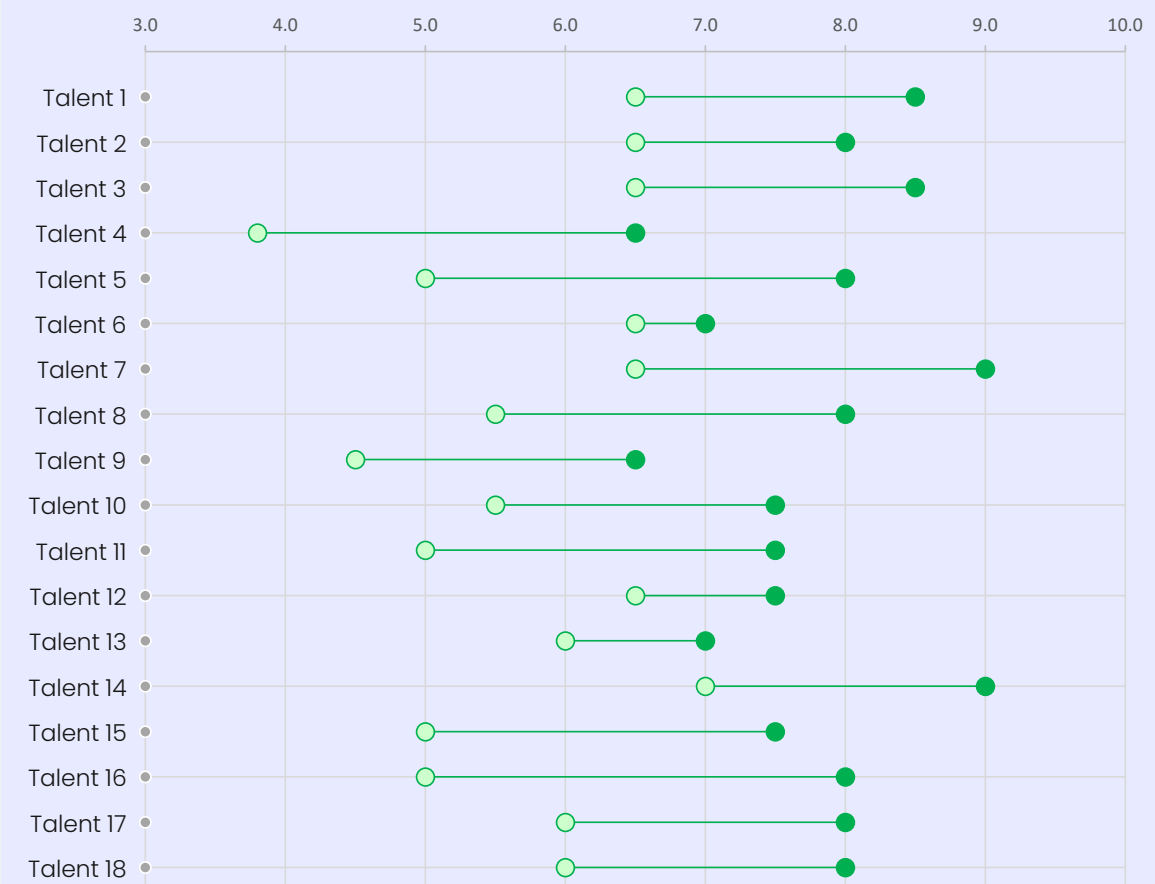
MEASURABLE GROWTH

Talents Show Clear Improvement

The table below displays each talent's growth in their coaching goals² from the start to the end of the program, as assessed by their line manager. On average, participants improved by 36% with just 9 hours of coaching. Since each goal aligns with a specific competency linked to business outcomes, these measurable results contribute directly to organizational success.

Line Manager's Rating:
Pre-Program ○
Post-Program ●

Exceptional Growth in Competency

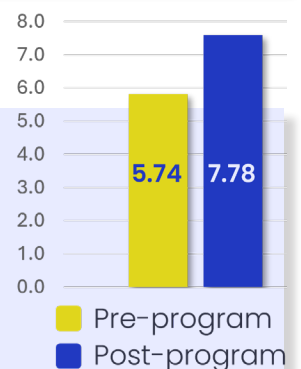


Notes:

1. One talent's line manager was unavailable at the start of the program and couldn't provide a pre-program score; therefore, only 18 talents are shown.
2. Although some talents worked on 2 or even 3 goals, this chart measures progress on each talent's primary goal only.

36%

Average growth in goal competency after 9 hours coaching





My coaching program exceeded my expectations. I had participated in quite a lot of trainings before, which I didn't fully accept inside, although I knew all the theories. Holly helped me to think outside the box and try more new behaviors and methods of working. I have received a lot of positive feedback in the process. I think GloCoach's coaching program is very good and I would recommend it to other colleagues.



Talent 2
Divestiture Specialist



My perspectives are much wider with the help of my coach. I improved my strategic thinking significantly. My coach taught me how to find new angles when evaluating challenges. My coach helped me see problems from a broader perspective, allowing for a more neutral examination of their origins. This outside influence assisted me in breaking free from my usual paradigm and experimenting with numerous innovative systematic approaches.

Talent 6
Regional Finance Lead



My coach shared a lot of advice and leadership experience with me. I have deepened my self-awareness and improved my ability to manage my team and build stakeholder relationships. I think the whole program is of great value. My only suggestion is that it would be good if there were 2-3 more coaching sessions!



Talent 3
Sustainability Manager



Talent 3 has made a lot of improvement. Now she can interact with peers much better in terms of getting clarity on goals and clarifying progress. The interaction has become very good. It is a big improvement."

Line Manager 3
General Manager



There is no question, I see significant progress. Profitability of **Talent 1's** business went way up.

Line Manager 1
Chief Operations Officer



Talent 10 gained a lot from this program. She likes to share her learnings with other female colleagues. I see definite progress from the program."

Line Manager 10
General Manager



CONCLUSIONS

The SLEP Batch III participants not only honed their leadership skills but also achieved tangible business results. GloCoach's AI-enabled approach enabled personalized coaching at scale, complemented by human insights for a profound impact. This combination offers HR and L&D professionals a scalable yet deeply personal tool for leadership development.

Short-Term Results: GloCoach's AI-driven methods have significantly improved team dynamics, enhancing communication and collaboration, which led to increased productivity and better performance across departments. This integration of AI facilitates quicker adaptation to operational challenges, providing a competitive edge and setting a new standard for using technology to enhance organizational culture.

Longer-Term Implications: The AI-driven techniques from GloCoach are creating a strong pipeline of capable leaders ready for future challenges. These leaders are poised to drive innovation and effectively manage change, enhancing organizational resilience and competitiveness. This strategic use of AI in leadership development ensures the organization remains a leader in its field, proactively using technology for growth and stability.

Key Takeaways:

- 1. Integration Enhances Impact:** GloCoach's approach integrates SLEP participants' on-the-job experiences with sophisticated assessments and coaching, enhancing immediate business impact and learning relevance.
- 2. AI Delivers Precision:** Traditional assessments fall short in meeting current leadership demands. AI-powered assessments from GloCoach offer precise, contextually rich insights that surpass conventional methods.
- 3. Personalized Development is Crucial:** By merging AI insights with human expertise, GloCoach crafts uniquely personalized development paths. This ensures that each leader's specific needs are met, maximizing developmental impact and effectiveness.
- 4. Quality and Scalability Go Hand-in-Hand:** GloCoach's AI-driven methods facilitate scalable assessments and development programs without compromising depth or precision. This enables consistent and high-quality leadership growth across the organization.

Adopting GloCoach's AI-based solutions empowers HR professionals to not only boost the efficacy of their leadership development programs but also better prepare their organizations to face upcoming challenges.



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GloCoach is the leading provider of AI-powered talent development solutions, revolutionizing leadership development with cutting-edge tools like the Observation Based Assessment by Lance. Our approach combines human insight with AI scalability to create tailored development journeys that foster peak performance.

Discover how GloCoach can help revolutionize your talent development. Contact us today for a personalized demo.

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