

RSM Outlook

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THE LAUNCH ISSUE:
BRANDING

BRANDING AND THE
BUSINESS SCHOOL

AN INTERVIEW WITH
FLORIS MALJERS

REPUTATION MANAGEMENT:
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CORPORATE BRANDING IN
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SPOTLIGHT ON
'LIVING MANAGEMENT'

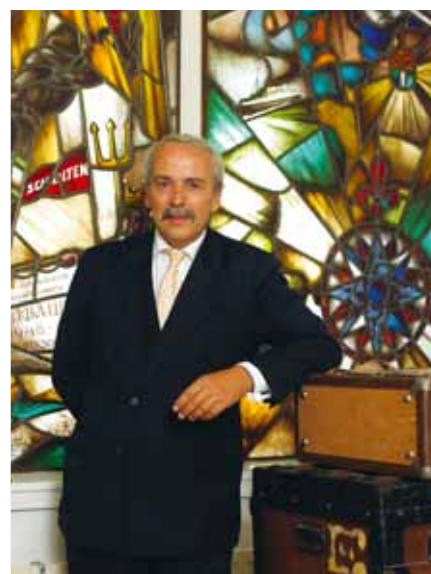
RSM

ERASMUS
UNIVERSITY

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MESSAGE FROM THE DEAN

“This year, we have seen the culmination of something which has been preoccupying our thoughts for some time: the creation of RSM Erasmus University.



Han van Dissel, Dean

“As professionals who teach the value of effective branding, our priority was to establish not just the largest business school in the Netherlands but a brand which could use its unique situation and resources to emerge as a leading worldwide force in business education.

We think we have achieved that, and we hope to expand on our brand values over the coming months in RSM Outlook, our new magazine for which I am pleased to write this foreword.

While the visible face of our brand is our new building, which has transformed the Rotterdam skyline, the real heart of the brand is our people and the comprehensive range of programmes. Created to provide people with the right management skills and insights at all stages of their career, those programmes and the people who participate in them embody the brand values that make RSM unique.

Like all world-class business schools, we have a good reputation, a top group of researchers and a body of talented and ambitious students. Yet what distinguishes our brand is our vision of how business education should impact individual people, international organisations and society as a whole.

The RSM brand is rooted in the way it combines academic excellence with real-life commercial understanding and business partnerships with the world's leading corporations. It is equally rooted in the fact that we have an undeniably European mentality, a brand which embodies what I call the 'European dream'.

Like our host country – which has always been a centre of international commerce – we are naturally inquisitive and open to new ideas. We embrace and learn from other cultures and other points of view and have learned to enjoy complexity and diversity. We look to the

future with optimism, embracing the fresh business models emerging from Asia, while developing further into the established market of the USA.

While we delight in the fact that many students choose to study business, we are not interested in growth alone. As serious academics, we want to develop our own clear programmes of academic research and management, and to illustrate their relevance to the business community. That is the future for business education – and the future for the brand which is RSM Erasmus University”.

A handwritten signature in blue ink, which appears to be 'H. van Dissel'. The signature is fluid and stylized, with a long horizontal line extending to the right.

It is the end of a long process but Han van Dissel is finally in his new office, in the new RSM Erasmus University building, celebrating the birth of a revitalised organisation.

With 7000 students, RSM Erasmus University is now the largest business school in the Netherlands and one of the top university-based international business schools in Europe.

There is no doubt that the unification (between the Faculty for Business Administration and the Rotterdam School of Management) was both necessary and successful. Yet as the man who steered the unification and who is now Dean, Van Dissel knows that a lot of work still lies ahead:

“Both parts of the unified organisation can learn a great deal from each other – and it is my job to make sure that happens. We can only ensure our long-term survival by connecting the development of content with the dissemination of content. We must make sure that our academics and our work remain interesting to our key constituent – the business world”.

RSM is now run as a matrix organisation with business units serving different segments – Bachelor, MSc and MBA programmes as well as Executive Education and the Research Institute.

Yet although Van Dissel believes that “for a business school, the brand is very important”, he admits that the rebranding exercise was not totally painless (“It’s challenging for both sides when you have marketing professionals dealing with marketing professors!”).

But he is happy with what has been achieved: “We needed to unify behind a commonly-held vision, which is why we commissioned studies before developing our new logo and our new positioning”. →

HAN VAN DISSEL, DEAN



BRANDING AND THE BUSINESS SCHOOL CONT.

“People come to a business school to start or to further their careers, and there are many places they can find a business education. But in a competitive market it’s not easy to find brand values that make you unique.

“We market ourselves as an international school through attending fairs, through our website and through advertising in international business magazines. But we maintain our integrity by selling ourselves along the lines of content and thought leadership. It is much better for the professors to be visible in public debates than for the Dean to be on the front pages with some sort of empty claim”.

RSM’s studies show that a quarter of its own alumni become entrepreneurs at some stage in their careers.

And as more people choose to study business, all international business schools wrestle with the need to provide a service culture which has not traditionally been part of academic life. Van Dissel spends a lot of time developing service capabilities that are essential for an international school. This involves everything from dealing with government bodies and immigration controls so that visas can be processed efficiently, to university accommodation and social activities.

He explains: “International students require a different set of social activities which place different demands on student study associations. And whereas we could reasonably expect a Dutch student to take an active role in finding their own accommodation, if an 18 year old girl arrives from Brazil, she expects us to provide her with safe and decent housing”.



Like for-profit organisations, RSM survives by managing change. And the school is now investing a great deal of energy in exploring emerging business models.

Some things, however, remain the same. Van Dissel has never wavered in his understanding of the sort of student

he wants to attract: “Ambitious. Well-motivated. Entrepreneurial. We don’t consider our programmes as the shortest route to the biggest company car. They are a route to a fruitful life, to being able to participate in business, to develop reflective capabilities and contribute at board level to a company’s future”. ■

By Gail Kemp



Van Dissel has never wavered in his understanding of the sort of student he wants to attract: Ambitious. Well-motivated. Entrepreneurial. We don’t consider our programmes as the shortest route to the biggest company car.

‘REPUTATION MANAGEMENT’ AN INTERVIEW WITH CEES VAN RIEL



Nobody is more familiar with branding than Cees van Riel, who after two decades at the Erasmus University, Rotterdam, brings a wealth of academic and real-life business expertise to the unified RSM Erasmus University.

As Professor of Corporate Communications, Van Riel specialises in reputation management, an area on which he regularly advises a string of Dutch, Belgian, British and Norwegian companies. In addition, he is Editor in Chief of the *Corporate Reputation Review* and a respected author – in both English and Spanish – whose views regularly inform some of the world’s top companies.

So was Van Riel in charge of the repositioning exercise for RSM? “I purposely stayed out of it!” he laughs. “Employing a world-class agency to develop a positioning was the best way we could implement the necessary changes.

“JWT Education knows that consistency and continuity are more important than a logo or a slogan. Now, after years of having a divided approach to communications and, in a sense, competing with ourselves, we are presenting one face towards the outside world. It’s an achievement we should really celebrate”.

He speaks with the authority of a man whose expertise is developing positioning strategies for companies involved in an intense period of change through mergers, increasing competition or internationalisation. Companies all over the world, including Dutch Telecom, TPG, Siemens Belgium, Norwegian Railroads,

In continental Europe at that time, not one financial institution had a marketing department. 20 years later, it has exploded and they all have massive marketing departments.

Fortis and IBM have used his skills and experience, and he is has been a member of the Branding Steering Committee of ING Group.

In the academic world, he founded the International Master Programme, Corporate Communications, a joint venture of five European business schools offering a degree programme to practitioners with five years experience.

One of the five participating schools, naturally, is RSM where Van Riel's Business-Society Department runs Master programmes tackling business ethics, corporate communication and international management. Van Riel's personal focus is the Master of Corporate Communications programme which prepares students for positions as Chief Reputation Officers in major companies.

Commercial giants like FedEx, ING, J&J and Philips supply students and visiting professors, and participate in the Master programmes, while the department undertakes reputation research for the companies and gets involved in their reputation management strategies. Then it uses the research to enrich its PhD programmes, while writing up the case studies for business journals. An interesting

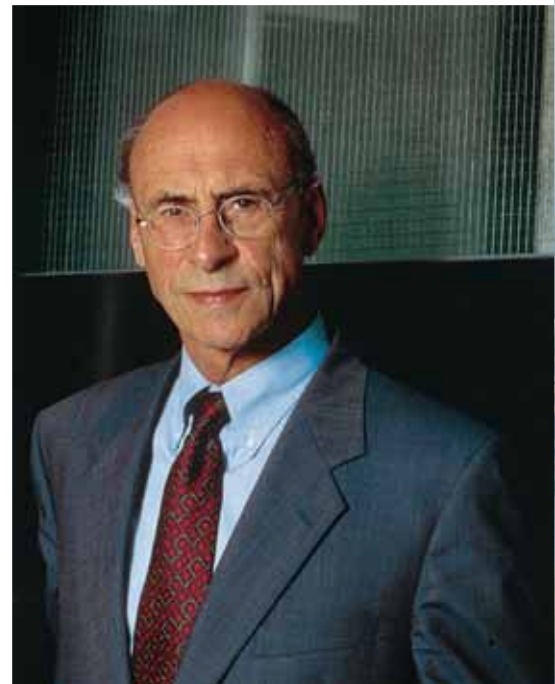
illustration of the interaction between applied and fundamental research is a recent Journal of Marketing (July 2005) article, linking the consultancy work of the Corporate Communication Centre (CCC) for ING with the academic research of the CCC.

It epitomises the way the School acts as – in Van Riels's own words – a 'linking pin' between topflight research and solution-focused attitudes: "We do not do research out of pure academic interest – our focus is always on research that will help solve problems in the real business world".

As part of his problem-solving strategy, Van Riel has developed a 'triangle of corporate branding' incorporating three 'points': the visual carrier, the rational carrier and the emotional carrier, all of which are relevant to the sort of repositioning exercise in which RSM itself is now engaged.

The rational carrier, which focuses on the rationality of the messaging, is reasonably straightforward for academic institutions, but the visual and emotional carriers are more problematic. The visual carrier involves the visible part of an organisation's branding – logo, brand colours, presentational style. In an →13

“There are several things that make a good business school, but the Full-Time MBA is your flagship... if you’ve got a good one, you’ve got a good school”.



FLORIS MALJERS, Chairman of the Advisory Board for RSM Erasmus University, speaks with an authority rooted in four decades of successful business experience. And if his theory about the Full-Time MBA is correct, RSM must be a very good business school indeed.

The School’s 15-month, Full-Time MBA is not only the best in the Netherlands, but is also regarded as one of the top 20 in the world. It attracts the very best students, the ones with the drive and determination to reach the summit of the business world... students like Maljers himself.

Maljers joined Unilever in 1959 after studying economics in Amsterdam. He stayed with the company for 35 years, joining the board in 1974, becoming CEO in 1984 and eventually retiring in 1994.

On his retirement, he became professor of management at the Strategy Department of RSM Erasmus University,

while using his business skills and contacts to help companies such as Philips, KLM, Guinness and BP in a series of non-executive roles.

He admits that the transition from the business world to academia can bring day-to-day frustrations, “While the independence of academic institutions is stimulating, the general efficiency in business is far better. It is not necessarily a bad thing to have professors doing their own photocopying, but if those professors can’t find the photocopiers or can’t work the photocopiers, then it’s a questionable use of a highly-paid individual”.

He concludes, “I don’t think I would have been a very good academic manager – although maybe that’s just because I have been in a very different environment for a very long time”.

WITH FLORIS MALJERS



Different indeed... Maljers began his Unilever career working first in detergents and then in edible fats, but during his lengthy stint with the corporation all over the world, he became familiar with its entire product range. A cultured man, who chaired the Advisory Board of the Amsterdam Concertgebouw and the National Museum of Antiquities and who has developed a reputation as an authority on environmental regulation, he is a business leader and writer who merits an entry in International Who's Who.

Having worked with Unilever all over the world, Maljers was ideally placed to write *Inside Unilever: The Evolving Transnational Company*, the highly-regarded *Harvard Business Review* article published in 1992. The article examined Unilever's evolution, focusing on two consistent practices: developing high-quality managers and linking decentralised units through the

'Unileverisation' of those same managers. It is a solid piece of writing, reflecting Maljers's own preoccupations with strategic management, particularly the international aspects, organisation and structure of multinational companies.

His concern with developing quality management practices has dominated his time at RSM, where he has been an enthusiastic supporter of the unification – although his primary commitment remains to the postgraduate school. With no relationship to the University itself, he is the 'independent' member of the three-man Advisory Board and works as a guest lecturer on an occasional basis.

Maljers feels that, while the business climate has undoubtedly changed over the past ten years, companies are still looking for the same things from a business school, "Industrial structures change and we have to follow that – and, by necessity, the business school

understands business issues. But the focus should continue to be training people to think differently from before – it's more about attitudes than knowledge. Students need case studies, interaction with teachers and with each other – because they often learn more from each other than from third parties".

He applauds the steps RSM has taken to ensure its postgraduate reputation and programmes remain topflight. Yet although the business school enjoys a world-class reputation and although it has strong and effective links with the 'real' business world, it suffers from the generic problem afflicting all European business schools: funding. →

'BUSINESS AND THE BUSINESS SCHOOL' CONT.



With no government subsidy, the postgraduate school has been trying to encourage contributions from industry and from alumni, in the way that many American schools receive outside funding. But Maljers admits it is proving hard work:

"I have spoken to many contacts with very limited success – and I have to confess that when I was approached during my years in business, I also didn't recognise the importance of outside funding. But it is something I will continue to address because it's an attitude that needs to change".

An eminent Rotterdam businessman and one of the town's favourite – and most successful – sons, Maljers is proud of the warm relations between 'town and gown'. "A business school is always a good thing to have in a community, particularly if it is an acknowledged commercial centre. Even though Rotterdam is a big city, there is a clear interaction with RSM".

To Maljers, precision and accuracy are important indicators of professionalism. When he became Chairman of the Advisory Board at Philips, local headlines ran: "Ice-Cream Man Now Head of Philips". It is typical that he objected not to the somewhat snide 'ice-cream' reference to his Unilever career, but to the inaccuracy about his role at Philips.

And despite his international business career, Maljers believes strongly in local differences, quoting real-world business examples to illustrate the policy of 'thinking global, acting local'. If McDonald's puts more onions on its burgers in France than it does in Germany and if Unilever makes different flavoured ice-cream for different European countries, Maljers believes that RSM should continue to differentiate its undergraduate and postgraduate offerings.

As a veteran of some very significant corporate mergers, most notably Air France

and KLM, Maljers feels that the University itself can learn from commercial mergers. "Lessons can be drawn from the way Air France/KLM runs as one global entity and two airlines. It is probably best summed up by the German General who advised 'marching separately, fighting together'. That, for me, is the way we should move forward". ■

Interview by Gail Kemp.

‘REPUTATION MANAGEMENT’ CONT. FROM P9

institution full of egos accustomed to autonomy, the imperative to conform to one visual carrier can be difficult.

The hardest of all, says Van Riel, is the emotional carrier because academic institutions find it difficult to determine what emotional message they want to convey: “In an environment where people are learning and taking exams, humour or cynicism are not appropriate vehicles. And in Northern Europe, where people are often afraid to show emotion, the emotional carriers in corporate communications can be very dull”.

Yet Van Riel believes that organisations intent on efficient branding must pay attention to all three carriers and, with his students, he uses real-world examples to illustrate the possibilities of the emotional carrier.

One of his favourite case studies is the way J&J has repositioned itself away from its ‘baby products’ roots by tackling the shortage of nurses through establishing schools and sponsorship programmes all over America.

“It is”, says Van Riel, “a great example of a warm, empathetic campaign. But when you show this to Dutch students, they laugh because we lack the ability to show emotion in the way we communicate. Agencies should really be pushing clients to address these emotional carriers in the interests of branding”.

Van Riel’s books and articles about corporate identity, reputation management and corporate branding have driven his involvement with international networks of academics. One of his most productive partnerships is with Charles Frombrun of the New York University with whom he founded the Reputation Institute. The pair have also co-written the book *Fame & Fortune (How Successful Companies Build Winning Reputation)* and will

publish a new book together in 2006.

Yet while he naturally espouses the notion of effective branding, Van Riel agrees that it is possible to ‘over-brand’ an organisation, particularly an educational establishment:

“In 1988, I did a corporate communications study comparing financial institutions in various American and European markets. In continental Europe at that time, not one financial institution had a marketing department. 20 years later, it has exploded and they all have massive marketing departments. But has it improved the reputation of financial institutions? I don’t think so.

“The lesson seems to be that if you shout too loud, you risk being killed. People need to know what you are doing but they need to respect you, not just to hear your voice – particularly in an academic institution. A school like ours needs to mix traditional ways of communicating (publishing books, writing articles and speaking at conferences) with demonstrating success in analysing and solving specific problems in the business world”. ■

Interview by Gail Kemp.



SPOTLIGHT ON: 'LIVING MANAGEMENT' WITH MIKE PAGE DEAN



“In today’s increasingly complex world, management and leadership development is all about dialogue! Although content knowledge remains as important as ever, it is insufficient. To be truly successful, managers need to understand context and process. They must have a capacity to engage others who, quite probably, have very different world views.

Here at RSM Erasmus University we achieve this understanding and capacity by placing our students and executives in situations where they are forced to deliver both individually and collectively on stated objectives in an environment of significant diversity”.

Mike Page, Dean of Post-Experience Programmes at RSM, is refreshingly direct about the sort of students and executives he wants to attract, the sort of learning experience he wants to provide and – most importantly – the sort of graduates he wants to produce.

“We are very fortunate in our ability to attract the brightest and the best to the School. Leveraging this talent pool demands that we encourage our students and executives to think long and hard about their principles, about their personal responsibilities, about business and its role in society and, most importantly, about their capacity to engage with others. After all, effective business leadership requires more than just making the right decisions; you have to be able to ensure they are implemented”.

Successful implementation increasingly requires managers who can deal with diversity and complexity in their

workforce, whether this results from gender, nationality or psychographics – or a combination of all three.

Page explains: “You need to be able to induce people with very different life experiences from your own to co-operate and work together to achieve the stated goal. This is particularly the case in today’s knowledge economies”.

It is, perhaps, an obvious truth – but one which few business schools tackle as directly as RSM. The School embeds elements of implementation in complex environments in all the programmes it offers, how it does this is perhaps best illustrated by what it seeks to do through ‘living management’.

A critical element of the MBA curriculum innovations currently occurring at the School, ‘living management’ is designed to force students to confront workplace diversity in a real setting demanding a business deliverable.

The concept is rooted in the School’s own views of business schools. RSM acknowledges that all legitimate business schools teach decision frameworks – all claim to provide a box of tools that can be usefully applied under certain circumstances. Good business schools

have the academic and thought leadership necessary to develop critical, conceptual and creative thinking. Thinking processes vital in understanding when to apply these frameworks and, more importantly, when naïve application would be ill considered – when the tools should be left in the box. Exceptional business schools go even further. They realise that the lives of managers and leaders are all about execution. “In addition to the obvious cost of poor decisions well implemented – something that is only avoided when decision makers understand the frameworks they apply – these schools recognise that the capacity for making good decisions has no real value if not accompanied by an ability to get people to execute”.

‘Living management’ is designed to this with the recognition that there are three elements to successful management and leadership: the capacity for critical, conceptual and creative thinking; the ability to make informed decisions; and, the capacity to execute with and through others. It exploits the rich diversity present at the School to develop individuals understanding of the power of diverse networks and how to use them creatively.



Exposure to real experiences under challenging circumstances encourages an understanding that network value and implementation requires a lot more than insight of those who are 'different from you'. As importantly, it requires knowledge of self.

While a French student or executive might consider it helpful learn to how Chinese and South African people behave in the workplace – assuming such simple stereotyping is possible – true learning comes from working with difference while simultaneously confronting one's own premises. Exposure to alternative perspectives and approaches provides the greatest opportunity for learning when accompanied by the demand to reflect on one's own response and capacity to change behaviour if this is necessary to achieve the desired outcome.

Page says: "It's not just about nationalities of course, but about the myriad manifestations of diversity – gender, personality types, religious belief etc... it is about enabling students to observe how different people behave and then – crucially – to assess how to respond to such behaviour... it's about understanding how frames of reference

and tightly held beliefs are developed – ones own as much as anybody else's. It is also about group dynamics".

'Living management' makes students reflect on what RSM calls "the capacity for implementation in complex environments". It requires that team members reflect on themselves and on the broader context within which they and the firm operates. Student groups are required to deal with a substantial and complex real world business problem under conditions of time constraint and data insufficiency. Faculty members, business executives and coaches are all engaged in a process designed specifically to teach students that leadership and management is about being able to work with and inspire others while recognising one's own personal style and way of engaging with people. Iterative feedback processes are also used to support students understanding of how to use networking in social, task-related and knowledge accumulating ways. The processes also develop their understanding of the challenge of managing and sustaining one's own networks.

"As a leading university-based School, we design and run programmes that have substantial content because we believe

that decisions must be grounded on informed thinking, not gut feel. But we also recognise that firms that employ most of our graduates do far more than make wealth for shareholders. They impact hugely on people's lives and on conditions around the globe. Tomorrow's leaders and managers need to recognise and deal with this reality to a much greater extent than their predecessors.

"As lecturers, we talk about what business leaders should do, but we are often in the fortunate position where we do not have to actually step up to the plate. Our graduates do, and the best way we can develop and position them for their future responsibilities is by getting them to confront and live this complexity during their time with us".

Capitalising on the diversity within the School and on the newly introduced 'living management' initiative, RSM Erasmus University really makes developing network understanding and capacity central to what it does.

The School goes far beyond putting MBA students into small groups and requiring that they work together. It actively manages this essential process from the day the students arrive to the point where they are required to deliver an outcome only achievable through mutual dependence, commitment and understanding! From the start of the first semester, groups constructed to contain as much diversity as possible are assigned coaches to support their process and help them reflect on what Page describes as their 'social networks', their 'task networks' and their 'knowledge or innovation networks'.

Experience shows that students generally form social networks with those from their own culture early in the programme and that these are very distinct from the 'task or business

networks' formed with their fellow small group members. While this may mirror 'real life', where we all tend to convene socially with people who are 'like us' and form business relationships with people in our work vicinity with whom we share a common goal, the outcome is often sub-optimal for the students.

RSM MBA students are therefore encouraged to expand their social networks across diversity boundaries and to see the benefits of doing so, the value of increasing the number of strong and weak ties that they have. The coaches also look at the dynamics of each group, helping members examine whether they are really working together or simply dividing tasks in a way which, while superficially efficient, does not increase understanding in a sustainable way. Coaches help the groups to develop an

understanding of the value of going outside their narrow task constructed groups to increase their 'knowledge networks' and gain access to innovative ideas through being open to outsiders. After all, it is these outsiders who often sow the seeds of innovation!

At the end of the first semester, students analyse how their networks have performed for them and how they may have supported the development of others. They are asked to reflect on how their own behaviour is impacting on their capacity to be effective leaders.

At the start of the second semester, students are assigned to new, equally diverse groups, and introduced to the full concept of 'living management'. They become fully aware of the nature and complexity of the business problem that is used to bind and integrate the more

academic content of the programme. The demands placed on the group during the semester become apparent as does their understanding of the need for one another and the importance of expanding and deepening their networks.

Executives and alumni who have experience relevant to the (as yet unrevealed) complex business related problem engage with the students through the semester. Their interventions are specifically designed to illustrate where incomplete understanding of the dimensions of the problem have led to significant loss or failure in the 'real world'. Once the groups are given the assignment, the executives make themselves

available to be interviewed. Each group is given the opportunity to ask relevant questions to get insights which will help them make the appropriate decision and establish an appropriate execution plan.

Within about a week of receiving the 'living management' assignment, groups must present their response to a 'board' comprising faculty members, alumni of the School and the business speakers whose experience informed the assignment. Producing the quality of output that is desired in the time permitted, requires that each group is internally effective and that each 'crosses boundaries' to develop broader insight, success will in large part rest upon the capacity to

leverage knowledge gained through the courses using one's networks.

A critical part of the review is that anyone in the group can be asked about any aspect of the group's perspective, conclusions and implementation plan. This will further develop the understanding that group members are jointly and severally liable for the outcome.

While the faculty members assess content, other members of the 'board' review the group on the basis of their own experience. At the end of the assignment, students reflect on what they have learned about building an effective network working together to achieve a management outcome. ■ *By Mike Page*





Rotterdam had never seen anything like it – RSM Erasmus University's new landmark T-building was wrapped in a giant red ribbon for its official opening. And although it poured with rain for most of the day, nothing could dampen the spirits of the crowd of 1500 students, staff and alumni who turned up to enjoy the celebrations.

The ceremonies kicked off at four in the afternoon, with welcome speeches from Josée C.M. van Eijndhoven, Chairman of the Executive Board of Erasmus University, Wim Hafkamp, Dean of the Faculty of Social Sciences, and Han van Dissel, Dean of RSM who said, "In a comparatively short period of time we have become one of the most successful business schools in Europe, and this new building signifies what we have accomplished and the progress we continue to make".

OPENING OF THE T-BUILDING

Between the speeches, a troupe of toga-wearing dancers performed a series of puddle-dodging routines in the new Tinbergen Plaza, which was later officially opened by Erasmus University's Nobel Prize laureate, Jan Tinbergen's grand daughter, Janine Lorie.

The celebrations stepped up a gear when the Outdoor Valley climbing team scaled the building to cut the 100 metre long ribbon and Mayor Ivo Opstelten of Rotterdam gave a speech through a loudspeaker while wielding a pair of huge

scissors. As a finale, a dare-devil base jumper leapt from the top of the building to applause and gasps of amazement from the crowds below.

The day concluded with a party and barbecue to celebrate the 35th anniversary of RSM. Popular Dutch band Di-Rect entertained the crowds, who enjoyed a sumptuous array of food and drink while renewing old friendships and catching up on university news.

"It was a fantastic event", said Larissa Wiltenburg, one of the organisers. "There

was a really superb atmosphere and a great mix of students, staff and guests".

The state-of-the-art T-building will accommodate around 350 staff and 6000 students, and is equipped with the latest ICT infrastructure and world-class technology. The third floor computer rooms can accommodate almost 300 people, while the restaurant and café/bar provides students and staff with comfortable areas in which to meet and relax over a drink or meal.

By Peter Benson



THE RE-BRANDING OF ROTTERDAM: FRANS NESSELAAR

What does our city mean to us? How can we stand out from other international cities? What are our brand values? **These were some of the questions asked when the decision was made**

to re-brand the city of Rotterdam. Frans Nesselhaar, the city's Marketing and Brand

Consultant takes up the story:

“In the late 1980's, we felt it was necessary to re-brand Rotterdam because the city was known first and foremost as a port, and the local government realised that if we were going to succeed and grow as an international city, we should broaden our economic base. So after a few years of intensive discussion between a number of interested parties, Rotterdam Marketing was set up. This organisation focused on putting the city on the tourist map. We quickly discovered that our image was not particularly attractive to tourists – they thought of us as a port city, a city of workers and a business city, a place where there was very little to do and nowhere to have fun.

“These ideas were based on the fact that during the Second World War, Rotterdam was almost completely destroyed by bombs and fire-storms, and it took us many years to rebuild. Of course, by the time we'd finished the construction work, there were plenty of places to go out and have fun – great restaurants, lively bars, world-class theatres and concert halls, as well as some of the most breathtaking new architecture in Europe – but we had forgotten to tell the world.

“We were quick to put this right, and within a few years, tourists were flocking to the city. However, improving our tourist image was only one part of the story – it was also vital to improve the city's economic image. So in 2001, I started working on this area. We wanted to encourage the businesses that were already operating successfully in the city, especially those in the film and medical/care sectors, but we also wanted to attract other industries. Over the next eighteen months, we spoke to hundreds of different people from various groups, and as a result of our discussions, decided on a line that summed up the corporate identity of the city: ‘Rotterdam is a young, international city on the water, with a down-to-earth, dynamic identity’. This led us on to a discussion about our brand values, which were eventually narrowed down to three: Ambition, Change and Involvement.

“Our ambition is best symbolised by the magnificent new buildings that dominate the city's landscape, and especially the Erasmus Bridge. Built in 1996, this spectacular piece of architectural engineering links the north and south of the city, and for many people sums up everything we stand for – we want to get things done in an inspirational and challenging way.



“Change has always been a part of Rotterdam – throughout history we have never been afraid to embrace it. Sometimes we instigated it ourselves, for example when we pulled down the old town hall in 1920 and built a brand new one. Of course the destruction during the war forced us to confront change in ways we could never have anticipated, but we rose to the challenge, and I think the results speak for themselves.

“When it comes to the third value – involvement – business people will always tell you that there’s a great sense of co-operation in the city. It’s easy to get things done, and as our reputation for decisiveness and organisation grows, more and more international companies are staging events and festivals in the city”.

Re-branding is always going to be a complicated operation, and whether the client is a fashion house, a car manufacturer or a city, there can be a huge number of unexpected pitfalls. As Frans Nesselaar explains: “One of the hardest jobs we faced was getting people to agree on a unified strategy and direction – everyone we spoke to had different ideas about how they saw the future of the city. Obviously, if you’re in business, you want a business focus, but if you’re in the tourist industry, tourism is your first priority. But as I said before, the sense of co-operation in the city is one of its strengths, and by using a number of different tools to support our brand strategy – a road show, a film and a book – we managed to convince everyone that strength comes from unity of purpose.

“Now that the strategy is in place, we’ve started to promote the city as a place where you can get things done, and where there’s room for initiative and success. To begin with, we’re concentrating on a national advertising campaign to attract various types of industry – we’ve been particularly successful in attracting film animators to the city, and we’re fast building a reputation as being one of the most important centres for animation in Europe”.

Partnerships are a vital part of any re-branding exercise, and Frans Nesselaar was instrumental in organising the collaborative relationships that are now playing such an important part in Rotterdam’s success. Business men and women from some of the most important companies in the city have joined together to form The Economic Development Board, and are spreading the word about the city’s attractions and benefits both nationally and internationally.

“Overall”, says Frans Nesselaar, “the exercise has been a great success. We always knew we were a very ‘un-Dutch’ city, and this has been one of our most valuable assets. The post-war regeneration of our city means that we don’t have many of the things people associate with the Netherlands – we don’t have windmills or a great deal of old architecture – but what we do have is some of the most spectacular new buildings in Europe, a population drawn from the four corners of the world, and a highly cosmopolitan atmosphere. People often say to me that Rotterdam feels more like an international city than a Dutch city – and I think this proves that we’ve done a successful job”. ■

By Martyn Rochester

EXECUTIVE EDUCATION AT RSM ERASMUS UNIVERSITY

“Clients are just as likely to want to improve their supply and demand chain, or to help their HR people become HR consultants. As long as our programs have a genuine impact on the organisation, then we have done our job”.

As Director of RSM Erasmus University’s Executive Education and Development Office, Anna Pehar focuses primarily on long-term client relationships. Executive Education is the youngest RSM department, having emerged from the MBA course in the mid-1980’s. The department made its mark by devising tailored programmes for Dutch multinationals and then by acquiring clients from other countries.

Now, with the trend towards more individual, tailored training, the Executive Education Department has never been busier. And while more companies are attracted to the way the department builds ongoing partnerships, former clients keep coming back for more.

The department’s oldest client is the DSM chemical company for which, as well as introducing a host of new courses, the School continues to run an updated version of the first programme it created 15 years ago (see case study).

Unlike most schools, RSM’s Executive Education Department has no default programmes; every course is tailored individually for every client. State-of-the-art content is guaranteed as each course is monitored by a faculty member, and the content is presented in a way which encourages delegates to put learning into practice.

The growth of the Executive Education Department is carefully planned and nurtured. Pehar joined to head the

department five years ago and has now established a unit dedicated to business development, which ensures that the department sustains its growth and the quality of its delivery.

Her unit, unusual in the academic world, reflects the fact that although its primary focus is maintaining the excellent academic standards of RSM, the department has a contemporary, business-like approach to its disciplines reflecting the needs and demands of its clients.

A former business person herself, Pehar is one of several managers who run the postgraduate part of the business school, allowing academics to focus on teaching. She explains: “It’s unusual to have a school run by managers, but the combination of academic input and real-life business experience works really well. Everyone does what they’re good at”.

Pehar’s business development unit works closely with a dedicated design function, headed by her colleague Klaas Wassens, which identifies content and style for every course, and with a ‘delivery function’ which ensures that the programmes are run efficiently. It is a system carefully calculated to guarantee that the department reacts quickly and flexibly to client demands.

Because flexibility is critical, the department has 25 programme staff organising and managing courses, frequently flying over the world to facilitate on-site programmes.



Anna Pehar

With the trend towards tailored programmes, RSM even finds itself working with other business schools to include different specialities and brands in one programme or to conduct the same programme on multiple global locations.

Pehar knows that in today’s climate, every single programme must achieve its objective – and, she stresses, the objective is not necessarily a financial return on investment:

“Clients are just as likely to want to improve their supply and demand chain, or to help their Human Resources (HR) people become HR consultants. As long as our programmes have a genuine impact on the organisation, then we have done our job”. *By Gail Kemp*

CASE STUDY: JAN PETER DE VRIES

Leadership programmes for young executives from many providers usually have a mix of content, competence and business information. In our experience these programmes are at the most a pot-pourri of different approaches and topics. Providers find it hard to really integrate content and competence into one new learning experience. However, day-to-day practice at work is integrated and therefore an integral approach in the programme and the transfer of learning to practice needs to be at the heart of each programme.

This is exactly what we seek to accomplish with the partnership of the DSM Business Academy with RSM for the development of our new 'Management Programme' that is aimed at graduates in their second or third position in DSM. Together we wrote an extensive 'storyline' that describes the process of the programme from the eyes of the participant as if he/she is keeping a diary of what happened. It is a great tool for taking care that content and competence are included and weaved into one.

We work with faculty that are very good in both their own area and in personal competence development and that also are willing to act as a team. This requires flexibility and an entrepreneurial spirit of faculty and a business school that understands that corporate programmes are more than yet another teaching engagement".

Jan Peter de Vries, Development Manager, DSM Business Academy

Big Business Administration Reunion. School Celebrates 35th Anniversary for Alumni

On 8th October, RSM Erasmus University's Alumni Office (MSc/drs/PhD alumni) marked the School's 35th anniversary with an event that acknowledged the past, celebrated the present and looked forward to the future of one of the largest and most dynamic business schools in Europe.

Over the years, the alumni office has provided Business Administration graduates and PhD's with the opportunity to keep in touch, share experiences and in many cases build lasting and profitable commercial relationships.

The office organises a wide range of activities, including master classes,



themed meetings, workshops, site visits, and the publication of online yearbooks. An e-newsletter and website enables alumni to keep in touch with each other, and also informs them of the many social events organised by RSM.

The 35th anniversary events were held in the School's new home, the landmark T-Building on Erasmus University's Woudestein Campus.

All members of the Business Administration's Alumni network were invited to join the celebrations, and staff were on hand to show them around the new building and its state-of-the-art facilities.

After an introductory speech of dean (and Alumnus) Han van Dissel, in which he focused on the School's vision and strategy, futurologist Adjiedj Bakas took the 400 participants on a trip through Europe in the 2050's. Very instructive and inspirational! After lunch, alumni took the chance to attend two mini-lectures, provided by some of their favourite professors and new talent.

During the drinks, alumni had the chance to renew old friendships – and make new ones – over a glass or two of wine.

By Peter Benson

WINE TASTING EVENT



Palates were challenged and thirsts quenched at the recent RSM Erasmus University wine tasting competition. Organised to select a wine that best represents the University's Business School, the event was attended by alumni, students, staff and two members of the University Board.

Some of the participants were well versed in the arts of wine tasting while others were less experienced, but all were united by a love of the grape.

Held on 2nd September, the event started with a tour of the University's superb new T-Building and its state-of-the-art facilities. Non-alcoholic drinks and snacks were served before RSM University's Dean, Han van Dissel, gave a short speech on 35 years of the Business School. This was followed by a welcoming introduction from chairman and wine connoisseur Paul Verhaegen (also Dean International Affairs of Erasmus and Chairman of CEMS) who talked about the idea behind the event, and his hopes that the wine chosen would reflect the qualities for which the School is justifiably famous.

The wine tasting competition itself was a lively affair, with a delicious tapas buffet and seven very different wines to choose from. Two came from France, three were

Spanish and the final two were from Italy. The mediocre bottles were quickly eliminated, but when it came to choosing the favourites, the discussion became more passionate. Two wines emerged as possible winners – The Alba de los Infantes Crianza 2000 is a Spanish red, and won the prestigious Golden Bacchus award in 2004. With a powerful nose and a warm, rich taste, this wine was considered by many to represent the professional aspects of the School.

However, The DOC Leverano Rosso 2002 also had its supporters, who enjoyed its light, easy drinking characteristics and the distinct sparkle – many people believed that this mirrored the lively atmosphere of the School. At this point, with a final decision deadlocked, it was decided to insert an extra ballot – after this was held, the Alba was announced as the winner.

However, there is a possibility that the Leverano may enjoy its time in the spotlight, as the School's specially selected aperitif for drinks parties, dinners and buffets, while the Alba will be kept in reserve for use as a special gift to staff, visitors and guests.

As a social event, the wine tasting competition was a great success, with opportunities for informal chat and networking, and at the end of the evening, participants left secure in the knowledge that they had provided the School with a liquid ambassador of the highest quality.

By Peter Benson

CORPORATE BRANDING IN PRACTICE: BERRY OONK

Corporate branding might not be as well understood and as straightforward as product branding, but it is a discipline which has definitely come of age. And Berry Oonk, an alumnus from RSM Erasmus University, is determined to be at the forefront of its development.

In August 2005, Oonk was appointed Akzo Nobel's Head of Corporate Brand Management as part of a revitalisation of the Corporate Communications Department, which was designed to further strengthen the company's international image. The role of his brand management unit (one of five departments within Akzo Nobel Corporate Communications) is to update and clarify the positioning for the Akzo Nobel corporate brand and, more importantly, to build on it.

It is a challenging brief. Akzo Nobel is a diversified, multi-cultural group of companies with global activities spanning human and animal healthcare, coatings and chemicals. It is not, as Oonk freely admits, like working for Coca-Cola or BMW, which have quite (narrow) focused business areas and strong corporate brands.

"Strong corporate branding has sometimes been neglected and is not always sufficiently valued in some industries. We are evolving as a company and we need to find enough common ground across our different businesses, cultures and product portfolio to create a strong corporate brand".

Ultimately, Oonk envisages the updated Akzo Nobel brand positioning as a beacon, streamlining all company initiatives and activities, creating a frame of reference for internal and external stakeholders and setting the organisation apart from its competitors.

He is currently talking to consultants and is engaged in internal and external research, with a view towards clarifying a brand strategy and brand positioning. Furthermore in 2006, new corporate identity guidelines will be introduced and implemented. Then, his department will start building the brand with tools such as (internal) branding activities, corporate

identity, in-house magazines, promotional marketing and advertising, while a new corporate sponsorship programme will also be launched.

As a company ranked 278th in the Fortune 500, Akzo Nobel knows the value of corporate communications – but it admits that it has been 'punching below its weight'. It also admits that the stakeholder perspective will be a major focus of the current repositioning and Oonk is ensuring that existing internal and external stakeholders are consulted throughout and included in the exercise.

One of his biggest challenges will be making sure that the positioning is relevant to Akzo Nobel's 62000 employees across the world: "It has to start internally – if our employees don't think the positioning fits with their experience, then it's a failure. They are the first and by far the most important ambassadors of our Akzo Nobel brand".

"We need to build the positioning and then 'live the brand' internally because positioning has to work from the bottom up, as well as from the top down. That is why branding and Human Resources (HR) need to be interlinked because if there is not a fit internally, it is never going to work externally. We have to make sure that both internal and external stakeholders are clear about what we stand for".

Oonk's heritage, both as an RSM alumnus and as corporate brand manager in his former company Royal DSM N.V., will stand him in good stead for the task ahead. At RSM, he completed a Master of Science in Business Administration and studied for the CEMS pan-European Master Degree in International Management, a programme taught jointly by 17 leading European management



schools. He is currently completing his Master degree in Brand Management.

While at DSM, Oonk played an important role in the repositioning exercise, which helped turn the company into a highly successful brand in the chemical industry with a share price which doubled in just a few years.

Oonk believes that bottom line impact is a key factor in the current boardroom preoccupation with corporate branding. "Many companies have realised how effective corporate branding can boost profits. But its value is greater than that, both in the short-term and the long-term.

"Of course it can impact on share price and profitability. It also helps attract investors as well as the best talent, and makes a huge difference if a company intends to launch new products in emerging markets. New products are accepted far faster and much more readily if you have a strong corporate brand than if you are an unknown company. And your workforce is happier, more focused; it is an enormous advantage to have proud and motivated employees.

He continues to be guided by the Rotterdam motto 'Stop talking, start acting' which, he says, is embodied in the practical business education he received at RSM: "Corporate branding is not an academic exercise – it has to be rooted in the real experience and the real expectations of the brand among all its internal and external stakeholders." *By Gail Kemp*



Alexander Ribbink, Chief Operating Officer of TomTom, is the Dutch 2005 Marketeer of the Year. Former Vice President of brand development at Mars Inc, Ribbink joined TomTom in November 2003 to drive the marketing of their growing range of navigation products.

TomTom's navigation solutions help people go from A to B in the easiest way possible. The company believes, "Like a map, or asking a local, it shouldn't need a manual". Founded in 1991 in Amsterdam, its products are used by more than a million customers in 16 countries and it is available in 18 languages.

The jury praised TomTom as a Dutch marketing success in a very difficult market. "The market is difficult for two reasons", explains Ribbink. "First, although there were other products in the market at the time, the product category had not yet been created in the mind of the consumer.

Creating a category is hard work by definition because it's unknown. It doesn't happen very often; however, the process was made easier by the fact that 'personal car navigation' addresses a real need.

"Secondly," he continues, "consumer electronics is a fiendishly difficult area to be successful in. Philips was the last major Dutch company to have had a large success". Ribbink believes there is a reason why Philips has a 'sense and simplicity' approach. "Consumers want good products that are easy to use. At Philips they are saying it, and I'm sure they mean it," Ribbink smiles, "And we were doing it as they started their campaign".

Simple but not simplistic

TomTom's marketing strategy begins with selling products that address real, but unfulfilled, needs. Then, they establish strong communication with their customers. Ribbink emphasises, "We really communicate with our consumers. We try to make them understand what our products can do for them and do so in an informative but distinctive way: simple but not simplistic". He says, "For most people, this is a first-time purchase, so we need to give people confidence and show them that the brand is for real".

In addition to their core marketing approaches, TomTom also made a shift to address *all* car drivers, while their competitors only focus on *new* car buyers. Current estimates say that eight percent of Europe's 192 million cars are new and

less than ten percent, or 1.5 million, of these new cars are fitted with a navigation system. That means that a European market of over 190 million cars could easily use a TomTom device.

TomTom asks, "Is a built-in dashboard navigation system really a big consumer need?". Although personal navigation is a car device at this point, they are transforming it into a personal device. They consider the process similar to what happened with car phones. Ribbink explains, "A decade ago, phones were installed in cars – the product category was called a 'car phone' – only later did it become 'mobile phone'. Nowadays, we have personal mobile phones. Personal navigation devices can evolve to meet consumer needs in the same way".

Ribbink joined TomTom because of the challenge to address real, but unfulfilled consumer needs. He explains, "At Mars or Unilever, where the battle is supposed to

ANDER RIBBINK THE DUTCH 2005 MARKETEEER OF THE YEAR



be about innovation, a lot of time is spent on managing mature markets, which becomes more a game of cost-cutting mixed with a bit of clever marketing". He feels there is very little product differentiation between the big eight players. The focus of these 'marketeers', who are essentially doing trade marketing, is on costs not on new categories, communication, needs and wants.

"I don't believe in marketing theory"

Ribbink defines a good marketeer as someone who is curious and modest, in the sense that he is able to put himself in someone else's position, instead of sticking to his own opinion or background. "And it's someone who is outward-looking, extroverted and slightly nervous," Ribbink adds. He proposes that being a little nervous enables one to remain agile and to act and react in changing environments. A marketeer should lead because he *feels*

rather than *knows* what the consumer wants.

Reflecting on all he has learned about marketing and branding over the years, Ribbink says, "I have never been impressed by marketing theory. Never ever. When I was at University the impression was given that it is all about statistics and behavioural models. I think that's nonsense. A marketeer is someone who understands consumers, communication and wants to make money. Marketing is not a science. That's why I enjoyed my MBA so much: it had a personal and interactive case study approach.

"I'm not a big collector of marketing literature". Ribbink shares his favourite books on the subject: a recent work on positioning by Rositter, *Advertising & Promotion Management*, and *Disruption: Overturning Conventions and Shaking Up the Marketplace*, by a great man in the advertising world, Jean-Marie Dru. "But", Ribbink concludes with a smile, "I'd

rather get inspiration from current affairs, modern Dutch poetry and visits to museums.

Why 'TomTom'?

The company name derives from strong communication links with ancient drumming. Some experts say that language may have begun with drumming, and simple drums like the double-headed Native American tom-tom and the talking drums of Africa, have always been used for signalling, imitating the pitch patterns of language and transmitting messages over many miles, just like TomTom.

This article was based on an interview by Lars Duursma and Job ten Bosch in Interface (the student magazine of RSM Erasmus University) ■

ERASMUS UNIVERSITY CELEBRATES 92ND BIRTHDAY

On Tuesday 8th November 2005, Erasmus University Rotterdam will celebrate the university's 92nd birthday with a ceremony during which an honorary degree will be conferred on Professor Richard H. Thaler, **the Robert P. Gwinn Distinguished Service Professor of Economics, Finance and Behavioural Science at the University of Chicago's Graduate School of Business.**



Richard H. Thaler, Professor

Thaler was nominated for the honorary doctorate by RSM Erasmus University, at the School's 35th anniversary celebrations.

The ceremony will begin at 3:15 in the afternoon, with a solemn procession of dignitaries and staff, followed by a welcome address from the university's Rector Magnificus, Professor Steven W.J. Lamberts. Han van Dissel, Dean will give a short speech about what the future holds for RSM Erasmus University, before introducing the guest of honour, Professor Thaler.

Professor Thaler's address, entitled 'From Homo Economicus to Homo Sapiens' will be an interactive tale about reality, perception and behaviour. As one of the pioneers in the field of behavioural economics and finance, his research lies in the gap between psychology and economics, and he is the author of a number of books on the subject, including *The Winner's Curse and Quasi Rational Economics*, as well as editor of the collection, *Advances in Behavioural Finance*.

In his address, Thaler will argue that standard economic theories assume people have unlimited cognitive abilities, perfect willpower and no concern for other people except – possibly – members of their own families, while markets are assumed to be able to quickly discipline and correct departures from the norm.

He will then move on to talk about the emerging field of behavioural economics. This revolutionary economic philosophy replaces unrealistic assumptions with more accurate models of human nature in an attempt to make better predictions about market outcomes, as well as design better economic institutions. We anticipate that Professor Thaler's address will be received with great interest and enthusiasm.

Following a short interval, Professor Thaler will be conferred with an honorary degree from RSM. A Laudatio will be delivered by Professor Kees G. Koedijk from RSM's Department of Financial Management, before the ceremony is brought to its conclusion by Josée C.M. van Eijndhoven, Chairwoman of the Executive Board of the University.

For more information, please visit www.rsm.nl/thaler By Peter Benson

MBA ALUMNI ANNIVERSARY WITH TAREK HEGGY



“Networking underpins business knowledge”, Mike Page, Dean/Executive Director of RSM Erasmus University, told the MBA alumni at an event hosted at RSM, on 23rd September.

“Networking is the invisible skill that capitalises on contacts and expanded social ties. Local chapters and alumni meet around the globe, but what each of you needs to ask yourself is: are these linkages sustained? Do they cross generations? Are they valuable and supportive”.

This was an appropriate subject for a speech welcoming around 120 MBA alumni to their fifth, tenth and fifteenth-year reunions. For this community of company executives and directors, networking, along with reacquainting with staff and colleagues, was no doubt high on the weekend’s agenda. That and the keynote speech being delivered by Tarek Heggy, an Egyptian political writer of global acclaim on the subjects of petroleum and international business in the Middle East.

The MBA Alumni anniversary event, organised for the MBA classes of '90, '95 and '00, united alumni from over 20 different countries with classmates, friends and RSM staff. Over 150 alumni and their partners flew from as far as China, Brazil and the United States to

attend the reunion, which mixed social opportunities like golf, dinners and drinks, with photo sessions and speeches. One of the highlights of the event was the keynote address by Tarek Heggy.

Tarek Heggy is a leading liberal political thinker in the Arab world and an International Petroleum Strategist. He is known for advancing the causes of modernity, democracy, tolerance, and women’s rights as essential for progress in the Middle East. He is also a world-renowned expert on Natural Gas (see www.heggy.org for more) and highly sought after as an international speaker.

Addressing the matrix of issues surrounding the subject of international business and Islamic culture, Heggy spoke about corruption, education, religion, and social despair as key factors in shaping the Arab mindset. His talk enlightened alumni on facets of Middle Eastern culture that are having an increasing impact on everyone, both professionally and personally.

Heggy offered future solutions via the role of international firms in Arab and Muslim countries, with the goal of

negotiating economically-fair and environmentally-sound business ventures in the Middle Eastern region. He also spoke of changes in the Arabian mindset.

Touching on the question repeatedly asked by pundits as to whether Arabs can live with democracy and modern social values, the answer, he said, is “Undeniably yes”.

The speech was just one of the highlights of the event. The alumni reunion presented an opportunity for MBA alumni to reconnect with the MBA community and share stories, ideas and opportunities in both life and business. It also provided the opportunity to network with other business leaders, an activity which is now considered to be at the core of dynamic business management knowledge.

In concluding the more formal part of the reunion, Mike Page further articulated that, along with integrating business management with issues of ethics and social responsibility, networking can be seen as at the heart of RSM’s MBA programmes. “The MBA programme depends on powerful networks to develop managers and leaders. We strive to educate by ‘living’ rather than observing management, by leveraging the life experiences of our students, alumni and executives. It is not about leaving differences at the door – it is about crossing boundaries, making ties and cherishing differences. It is all about leveraging the invisible skill of networks”. *By Rebecca Morris*



Tarek Heggy & Mike Page

CALENDAR OF EVENTS, AUTUMN 05 – SPRING 06

28 October – 6 November – Shanghai, China. An Alumni Study Tour: The Alumni Office and a group of alumni have organised this first ever study tour to the vibrant and fascinating city of Shanghai. The week will feature lectures, visits to companies and plenty of fun.

2 November – Dinner, Masterclass and Networking event with INSEAD Professor Redding entitled 'Entrepreneurship in China'. This event is organised by the MSc-BSc-Phd office in cooperation with the STAR study association.

4 November – Shanghai, China. A Panel Discussion entitled 'Discussing Entry Strategies into China'. The panel will feature Chinese and non-Chinese alumni, and a number of other experts on the current state of one of the most important emerging markets in the world.

7 November – 8 November – ERIM Invitational Conference

8 November – An honorary doctorate will be conferred to Professor Richard H. Thaler as part of the celebration of RSM Erasmus University's 35th anniversary and Erasmus University's 92nd Dies Natalis.

10 November – Conference, entitled 'Smart Managing and Innovating'. Professor Henk Volberba will present the Innovation Monitor 2005. This event is organised by the MSc-BSc-Phd office in cooperation with Eiffel.

12 November – MBA Open Day

17 November – A Network Event for RSM Entrepreneurs, organised by the MSc-BSc-Phd office. This event will focus on the need for coaching and sharing experiences with an Advisory Board.

17 November – A Network Event organised by the MSc-BSc-PhD office for RSM self-employers. This event will be looking at how you can successfully use networks to develop your business.

Throughout Oct/Nov/Dec – RSM Erasmus University, Rotterdam, The Netherlands. Discussion day entitled 'Functional Area Panels'. Alumni are invited back to the school to discuss their career paths with current students, with particular emphasis on the do's and don't's of life after your MBA.

Throughout Oct/Nov/Dec – Various locations. The university will be hosting a series of MBA Fairs and Information Sessions where alumni will be invited to assist staff and provide insights into life at the university. These events will also provide great opportunities to meet fellow alumni.

Throughout Oct/Nov/Dec – Various locations. Local alumni chapters around the world will be organising get-togethers at which alumni will be able to catch up with one another, swap experiences and network. These events will be taking place in Amsterdam, New York, Frankfurt, Taipei, Cologne and London.

INTRODUCING OUR ADVISORY BOARD

In an increasingly competitive commercial environment, it's vital that leading business schools establish dynamic and on-going relationships with the outside world. With this in mind, RSM Erasmus University has established an Advisory Board. Reflecting the international outlook of the school, its members hold key positions in corporate industry, NGO's and in the political arena.

Members Advisory Board RSM

Mr Gerber

Senior Vice President,
Deutsche Lufthansa Aktiengesellschaft

Mr Kieffer

Chief Financial Officer,
Siemens Nederland

Mr Hoek

Chairman Board of Directors,
Delta Lloyd Groep

Mr Maljers

Chairman of the Advisory Board,
former Chief Executive Officer, Unilever

Mr van der Mandele

Member Board of Directors, Rand Europe
Alumnus

Mrs Markland

Founding Partner Freshfields

Mrs Molenaar

Chief Executive Officer, Kuhne + Heitz
Alumnus

Mr Motte

President, EMEA Operations & Polymers,
Eastman Chemical

Mr Opstelten

Mayor of Rotterdam

Mr van Poecke

Member Executive Board,
Petroplus International B.V.
Alumnus

Mr Rinnooy Kan

Member Executive Board, ING Group
Former Vice Chancellor
Erasmus University Rotterdam

Mr Rupsch

Managing Director,
Fuji Photo Film Europe

Mr Scheepbouwer

Chief Executive Officer, Royal KPN

Mr Sharrock

Country President, BP Nederland

Mr Smits

Chief Executive Officer,
Port of Rotterdam
Alumnus

Mrs Stuiveling

President, National Audit Office
Alumnus

Mr de Swaan

Member Executive Board,
and Chief Executive Officer,
ABN AMRO Bank

Mr Sijbesma

Member Executive Board,
Royal DSM
Alumnus

Mrs Tammenoms Bakker

Director General,
Civil Aviation and Freight Transport
Ministry of Transport, Public Works
and Water Management

Mr van der Veer

Chairman Board of Directors,
KPMG Holdings Netherlands

Designed and Produced JWT Education Continental Europe

Photography Hannah Anthonysz, CWA Associates, Ronald van den Heerik Fotografie, Tony McConnell Photography,
Jan van der Ploeg, Joop Reyngoud



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