

RSM Outlook

WINTER 2010

The Alumni and Corporate Relations Magazine of Rotterdam School of Management, Erasmus University

40 YEARS OF LOOKING FORWARD

CELEBRATING FOUR DECADES OF RSM



THE GREAT REUNION
A SPECIAL HOMECOMING

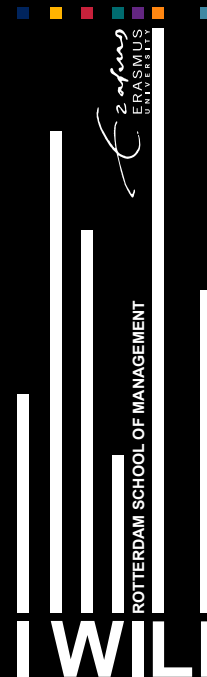
LEADERSHIP SUMMIT
VIEWS FROM THE TOP

HONOURING ACHIEVEMENT
OUTSTANDING ALUMNI
AWARDED





HOW WILL YOU MAKE A DIFFERENCE?



Contents



MAIN FEATURE: 40 YEARS OF LOOKING FORWARD

20 | From humble origins to global star

As RSM celebrates its 40th anniversary, what better time to reflect, not just upon its humble origins, but also on the challenges the school will face in the years ahead if it is to remain a first class educator of leaders.

24 | Recognising excellence

Recognising that the greatest resource of RSM is its alumni, the Distinguished Alumni Awards serve to publicly honour five outstanding and influential leaders who have made their mark on society and stand as inspirational role models for everyone.

30 | RSM Leadership Summit

Senior executives from the highest echelons of business gathered in Rotterdam at the RSM Leadership Summit to share rare and candid insights into how successful organisations ride out the waves of uncertainty created by these unsettled times.

RSM OUTLOOK
WINTER 2010

RSM OUTLOOK is published by Rotterdam School of Management, Erasmus University

DEAN
George Yip

MARKETING DIRECTOR
Willem Koolhaas

MANAGING EDITOR
Russell Gilbert

EDITORS
Lesla Sawahata
Justine Whittern

EDITORIAL BOARD
Theo Backx
Princess Cox
Josette de Goede
Wilfred Mijnhardt
Eva Rood
Marianne Schouten
Ale Smidts
Connie Tai
Eric Waarts

DESIGNERS
UNIT20.

DISTRIBUTION
Madelon Fontein

CONTRIBUTORS
Joe Figueiredo, Tim Skelton, Catherine Walker

© 2010 Rotterdam School of Management, Erasmus University. All rights reserved.



40 | Liquid assets

Learn why RSM has joined forces with leading industry bodies to become the first major business school to offer a Water Specialisation course as part of its Executive MBA Programme.

42 | Making sense of CEMS

For today's globally minded students, the CEMS Master's in International Management programme is the springboard to fulfilling their career ambitions.



And more...

05 | Letter from the Dean

A personal communication from Dean George Yip.

06 | News

The latest news and developments from the world of RSM.

13 | In Memoriam

Prof. Jo van Nunen – greatly admired and fondly remembered.

14 | Corporate Partnerships

Dutch finance giant ING Group and RSM have long enjoyed a mutually beneficial, but informal partnership. With the recent formalising of this partnership, *RSM Outlook* explores how this new footing will help both parties.

16 | Centres of Excellence

A new multi-disciplinary initiative seeks to serve as the main knowledge partner of the Port of Rotterdam. It's ultimate goal? To make Rotterdam the best port in the world.

18 | Climate Change

Earlier this year, Prof. Gail Whiteman participated in an important expedition to the Arctic ice floes of Canada and experienced at first hand the dramatic impact of climate change.

34 | Talent Development

Jürgen Kluge, Chairman of the Managing Board of Haniel, explains how his company has tackled the issue of in-house leadership development in partnership with RSM.

38 | Taking HR seriously

Human Resource challenges are clearly linked to overall business success, yet still many organisations fail to grasp this. So says Philip Stiles, international HR expert and guest lecturer at RSM.

44 | The end of oil?

The Part Time Opleiding MScBA/drs. Bedrijfskunde programme celebrates its 15th anniversary with a symposium exploring how the inevitable depletion of oil will impact the global economy.

46 | Events

Dates for your diary, events not to be missed, and a round up of those you just might have done.



LETTER FROM THE DEAN



This autumn, the anniversary of RSM's 40 years of existence coincided with De Grote Bedrijfskunde Reunie/The Grand Lustrum Reunion, attended by almost 600 RSM alumni, during which we celebrated the achievements of some of our most distinguished alumni. We profile the five winners in this issue (see pgs 24-29).

It's rewarding to celebrate RSM's 40 years, but our focus must be on the future. RSM is committed to ensuring that our key strengths: innovation in management; sustainability - in business and in education in the form of lifelong learning, and critical thinking, feature in all our programmes.

For example, RSM has become the first top-level business school to offer higher management education to the global water industry on issues related to water quality, distribution and availability. The newest of our MBA programmes, a Water Specialisation in the Executive MBA programme, starts in January 2011. Here, we have joined forces with Wetsus, a centre of excellence for sustainable water technology. The programme emphasises leadership development in an international environment, and includes technological and managerial aspects of successful operations in the industry.

“ It's rewarding to celebrate RSM's 40 years, but our focus must be on the future.

I have used the phrase 'Management 2.0' to describe the less hierarchical structures of many businesses emerging from the financial crisis. Within such structures, developing leaders that people will choose to follow is becoming increasingly important. With this in mind, our Executive Education and Organisational Development department (EEOD) continues to increase its portfolio and the quality of faculty bringing access to the latest academic thinking directly to business through its open programmes and bespoke training.

This autumn EEOD launched the first course in Europe designed for leaders of firms and organisations engaged in knowledge-intensive services; accountants, lawyers, consultants and engineers. The course, "Leadership and Professional Services Firms" will run again in April 2011.

While our research into business ethics continues to break new ground and our programmes are continually developed to reflect the global business landscape, our international character continues to impress. Once again, RSM is in the top tier of the *Financial Times* Masters in Management ranking for its MSc programmes; this year in a league table of 65 schools worldwide instead of 50. According to the 2010 evaluation, RSM's MScBA programme is amongst the global top three for international course experience for faculty and student bodies, and excellent employment prospects.

On a personal note, earlier this year I announced I would step down from the position of Dean at RSM at the end of June 2011. The process of finding a new Dean has started and we will be able to tell you more in the New Year. I have been at RSM for almost four very enjoyable years; just a small slice of RSM's history compared to a few members of staff who have been with the school since its first days in 1970.

But be assured I will remain completely involved and dedicated to this great school for the remainder of my assignment. I hope you enjoy reading this winter issue of *RSM Outlook* magazine, which, whilst taking a fond look back at the development of the school, also looks optimistically towards the future.

George Yip
Dean

Rotterdam School of Management
Erasmus University

NEWS FROM RSM



GLOBAL ONEMBA GRADUATES URGED TO BE VISIONARY

After almost two years of intensive study in cooperation with five different universities around the world, RSM's Global OneMBA 2010 cohort graduated this summer. Keynote speaker for the event was Sheila Struyck, Chief Marketing Officer and Senior Vice President at Philips Consumer Lifestyle, who urged graduates to get a reputation for vision, not details, and reminded them of new leadership styles: it is not about what you do, but what is achieved; look for role models outside your company and don't confuse strategy with authenticity.

The 2010 cohort of 43 participants and 15 nationalities were also reminded of the number one objective of taking a OneMBA: enhancing thoughtful leadership, by Dianne Bevelander, Associate Dean of MBA programmes at RSM.

Special recognition of academic achievement was given to graduate Rob de Beer, who was awarded the

honorary Degree of Master of Business Administration With Distinction. Featuring on the 'Dean's Honours List' were Finnish participant Tuula Nieminen and Teresa Sousa da Silva-van Oerle from Portugal.

Graduate Tuula Nieminen said: 'The global residencies were amazing opportunities to learn about and experience what it means to do business in different parts of the world, get to understand different cultures and their impact on doing global business. The OneMBA has been an experience I would not give up for any price!'

After the official part of the ceremony, alumnus Antonio Russu (MBA2007) welcomed the new graduates into the RSM Alumni Network. 'As part of the globe-spanning RSM Alumni and the OneMBA Alumni community, you now have great opportunities to continue to network, engage, enhance and learn,' he said.

RSM ALUMNUS HONoured BY UN




Feike Sijbesma, CEO of Royal DSM N.V., the global life sciences and materials sciences company headquartered in the Netherlands, has been awarded the prestigious 2010 Humanitarian of the Year Award from the United Nations Association in New York.

Sijbesma, Alumnus of RSM and a member of RSM's Advisory Board, is honoured for his outstanding commitment to corporate social responsibility, and in particular for DSM's partnership with the United Nations World Food Programme (WFP). The award was presented at a gala dinner attended by Mr Ban Ki-moon, Secretary General of the United Nations.

RSM's Dean George Yip also congratulated Feike Sijbesma and DSM: 'At RSM, we define leadership as the ability to be a leader of people and ideas. Innovation, sustainability and critical thinking are leading topics in our entire programme portfolio - with a long term focus on multiple stakeholders and multiple perspectives. We take pride in our alumnus receiving this award. Feike is a shining example of someone really putting these ideas into practice. On behalf of the entire RSM community, I congratulate him and the people of DSM.'

HRH PRINCESS MÁXIMA PRAISES RSM'S MARTIJN DE JONG



 HRH Princess Máxima of the Netherlands summarised the award-winning research from RSM's Martijn de Jong, Associate Professor of Marketing as 'levelling boundaries between countries, cultures, and scientific disciplines,' during the presentation of the €10,000 Christiaan Huygens award. The prize in the field of economic sciences is organised by the Royal Dutch Academy of Science, and was presented together with a bronze statue to De Jong for his dissertation on how to measure and compare preferences across countries using survey data. Other keynote speakers at the October ceremony in De Oude Kerk in Voorburg included Dr. A.E.H.M. Wellink, president of De Nederlandsche Bank.

DIRK SMEESTERS NAMED ENDOWED PROFESSOR OF CONSUMER BEHAVIOUR AND SOCIETY

Professor Dirk Smeesters has been appointed to the newly created Chair of Consumer Behaviour and Society at RSM. Endowed by the Erasmus Trust, the professorship will enable him to study how societal influences can consciously and subconsciously affect consumer behaviour.

'There is an emerging field within consumer behaviour to identify and document how important societal influences such as idealised advertising, loneliness, economic and environmental threats affect consumer behaviour and provoke reactions like overeating, overspending, and financial risk-taking. I want to understand the consumer psychology underlying these phenomena.'

Stijn van Osselaar, Chair of RSM's Department of Marketing said: 'Dirk Smeesters has documented many subtle, subconscious influences that affect us all as consumers.'

His work on the influence of advertising on women's self-perception is path-breaking. He has a well-developed network of collaborations including scientists at Stanford, Duke, Columbia, Harvard, and Arizona State University. I wish him lots of success in this new role.'



CORPORATE CHINA CAREER FOR PIONEERING GRADUATE

As this issue of *RSM Outlook* goes to print, the first graduate of RSM's new MScBA in Chinese Economy and Business is starting her new career in corporate China. Maaike Dekkers was one of the pioneering students who joined the programme – run jointly with Leiden University – in September last year. She wrote her thesis under the supervision of Steffen Giessner and Will Phelps after collecting unique data in China during her internship last summer. Her study shows that the effectiveness of tactics depends on the relational context.





RSM IN TOP TIER OF FT MASTERS IN MANAGEMENT RANKING

Once again, RSM features in the top tier of the *Financial Times* 2010 Masters in Management ranking, published in September. This year, the ranking has been extended to 65 schools worldwide instead of 50.

According to the 2010 evaluation, RSM's MScBA programme is among the global top three for international course experience with one of the most diverse faculty and student bodies and offers excellent employment prospects for graduates: more than 90 per cent find a job within three months of graduating, according to the report. The programme received a positive review for its value for money and the career status of alumni.

'Overall, the MSc landscape is growing and becoming more diverse and competitive, but we're still very much in the top tier,' said Prof. Eric Waarts, Dean of RSM's MSc Programmes. 'In the past, we have put a lot of effort into ensuring that the MSc programme combines first-class academic learning with more scope for personal leadership development.

'This means more international experiences, exchange opportunities, internships, and sub-courses in presenting and other "softer" skills. We want our students to be not only sharp thinkers but adept at dealing with people in international business.'



HONOURS HEAPED UPON RETIRING PROFESSOR

Her Majesty Queen Beatrix appointed RSM's Professor Berend Wierenga Officer of the Order of Orange-Nassau in June. Mayor M.J.D. Jansen from Krimpen aan de IJssel awarded the royal honour immediately after Wierenga's valedictory lecture as he prepared to retire from his post as Professor of Marketing.

The development of high quality academic research in marketing and management at RSM owes much to Prof. Wierenga, who joined the school in 1983. He undertook several successful initiatives that led to increasing pro-

fessionalism and high quality of scientific research and education in marketing in Rotterdam, the Netherlands and across Europe.

In addition to the royal Order, Prof. Wierenga also received the Ad Fontes medal from EUR's Executive Board. Rector Henk Schmidt told him: 'You have done more than your share of university community service. You leave behind a thriving community of students and staff.' The retiring professor also received the first RSM Honoris Emeritus award and was named the first Honorary Fellow of the Erasmus Research Institute of Management (ERIM), the research school of EUR that he founded 10 years ago.



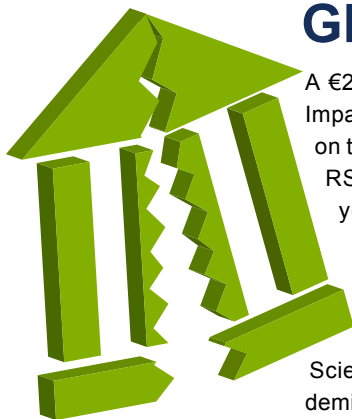
EUR ECONOMISTS FARE WELL IN DUTCH RANKINGS

A record number of 14 economists affiliated to EUR were listed by the Economisch Statistische Berichten (ESB), which specialises in publishing economic statistics, this summer.

EUR took first place in the Top 40 ranking of most-published individual economists as well as most-published universities. RSM's David De Cremer, Professor of Behavioural Business Ethics headed the individual ranking, followed by Dean Philip Hans Franses of the Erasmus School of Economics (ESE). Other RSM professors in this ranking were Daan van Knippenberg (4), Henk Volberda (29), Frans van den Bosch (34) and René de Koster (38).

The annual ESB Ranking of Top Economists is an overview of the international publications of economists affiliated to Dutch universities.

This year's rankings took into account academic publications between 2003 and 2007. The top 40 list serves as a useful indicator of the scarce research funds available to faculties, and the institutional ranking provides an indication of the results of research efforts. Participating universities were University of Groningen, University of Maastricht, University of Amsterdam, VU University of Amsterdam, Radboud University of Nijmegen, Wageningen University and Erasmus University.



GRANT FOR BANKING INVESTIGATION

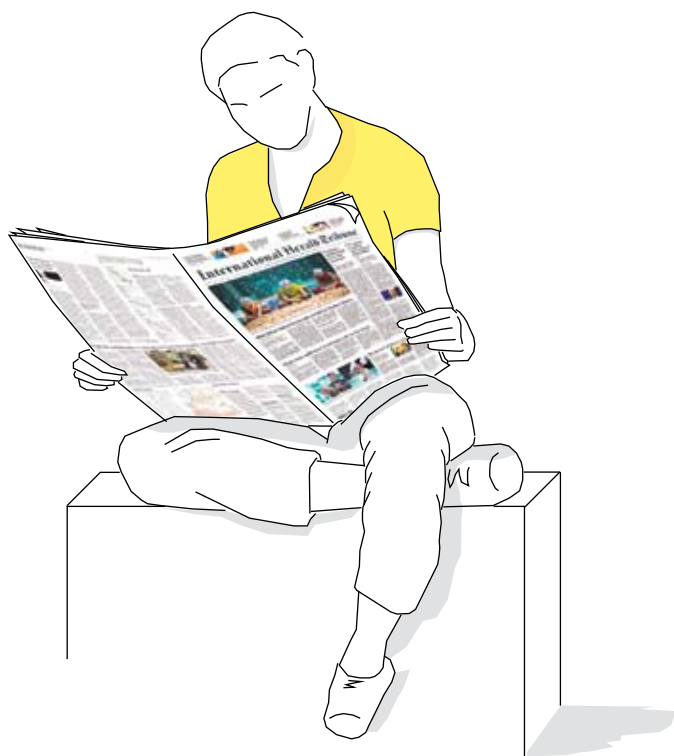
A €200,000 grant for a research project 'The Impact of Government Interventions in Banks on the Corporate Sector' has been awarded to RSM student, Teng Wang. He is one of 21 young and talented foreign graduates awarded a grant from the Mosaic programme by the Dutch Organisation for Scientific Research (NWO) and the Dutch Ministry of Education, Culture and Science. His research project has both academic and societal relevance.

Wang's four-year research project investigates government interventions in banks and their effects on the corporate sector during the financial crisis. Wang said: 'We are now in a twilight zone where no one knows if government

rescue packages have worked or not. Yet we may soon encounter another crisis and may need to make tough decisions again.'

Wang intends to gather comprehensive evidence of the influence of government interventions during financial crises on corporate sector performance, and the grant allows him greater flexibility in terms of collaborating with international research institutes to investigate the topic at a truly international level.

It is hoped his findings can contribute to further understanding of modern theory of financial intermediation and provide policy guidance to governments on whether or not to help the corporate sector through bank intervention during an economic crisis.



New
Education section
every Monday

Be a **global** thinker. Every day.

To order a low-cost subscription with free daily delivery, visit subs.iht.com today.

International Herald Tribune
THE GLOBAL EDITION OF THE NEW YORK TIMES

RSM INSIGHT BRINGS ACADEMIC FRONTIERS TO BUSINESS LEADERS

The latest edition of *RSM Insight* magazine, which is designed to bring outstanding research from RSM faculty to senior executives in business, is out now, and examines:

- Improved company performance and new product success from emphasising design and including designers in development teams for product, websites and corporate visual identity.
- The process of advice giving, as opposed to the advice itself, could be what really matters in family controlled businesses. Why has the role of trusted and loyal adviser been so important to family concerns throughout the ages?
- What motivates consumers to buy eco-friendly products? Are motives altruistic

or more fragile and self-serving reflections of concern about social status within the community?

- How industry can learn from the municipal approach of large-scale city initiatives, which lead the way in tackling the global problem of green house gas emissions at an urban level. Is local government a potentially overlooked partner?

A free pdf of the magazine can be downloaded at: www.rsm.nl/home/news/Corporate_Magazines

Alternatively, you can request a copy by email: thefullinsight@rsm.nl



ALUMNI 'CYCLE FOR WATER' ON CNN



Joost Notenboom, RSM MSc graduate and Michiel Roodenburg, current MSc student – were featured on CNN television in regards to their project Cycle for Water. Their mission? To raise awareness

about the global water crisis, which leaves more than one billion people around the world without access to safe and clean drinking water. Their method? An 18-month journey in which the two activists

– riding bamboo bicycles ('a sustainable solution' to other methods of transport) – are cycling from Deadhorse, Alaska to Ushuaia, Argentina. They are transporting one bottle of icy Alaskan water from the Beaufort Sea to the seas around Tierra del Fuego, symbolising the cycle that water naturally makes over Earth. The adventure, which can be followed on www.cycleforwater.nl, is taking the two through 16 countries and across more than 30,000 km of paved and unpaved roads, mountain passes, and dirt tracks. 'Everybody has a right to clean water since it is essential for life,' says Roodenburg. 'This cycling adventure will be our own personal effort to raise awareness and make a change.'

MSCFI/ING HONOURS PROGRAMME KICK-OFF

The 30th of August marked the launch of an exciting new Master Programme from RSM: the NVAO-accredited Master of Science in Finance and Investments (MScFI).

The launch, which was attended by faculty, students and staff from the new MScFI, was highlighted by a 'Best Essay' award given to Honours Programme participant Janna Mai Nguyen for her submission "Do investors underestimate the value of brands? An analysis of the returns of Best Global Brands companies."

The jury considered Janna's work as 'highly innovative and interdisciplinary, combining key issues from Corporate Finance, Financial Eco-

nomics, and Marketing.'

The Honours Programme is a rigorous extracurricular programme limited to 25 of the most talented and motivated students in the MScFI.

Participants in the Honours Programme are presented with the most novel, cutting-edge theoretical and empirical work in finance, through 12 weekly sessions (facilitated by six top RSM researchers) and several guest lectures.

'This kick-off was an orientation that provides students with an overview of the MScFI, including the potential to be part of the ING Honours Programme,' says Prof. Lars Norden, Academic Director of the MScFI.



From L to R: Prof. Lars Norden (Director RSM MScFI programme); Annika Jiang (ING Commercial Banking, Talent Manager); Maddalena Uggeri (ING Commercial Banking); Best Essay Award Winner Janna Mai Nguyen; and Prof. Mathijs van Dijk, Coordinator of the ING Honours Programme.

ABOUT CORPORATE AND ALUMNI RELATIONS



YOUR CAR TEAM

From Left to Right: Nicole Eshuis, Irene Broekmans-Versluijs, Student Assistant Bastiaan Scheutjens, Connie Tai, Larissa Wiltenburg, Eva Rood, Student Assistant Marijn de Ruiter, Marijke de Kovel

CAR – the Corporate and Alumni Relations Office at RSM – was founded just two years ago, in September 2008. Since that time, the energetic CAR team under the leadership of Connie Tai has formed a 'centre of expertise' – the place where alumni relations, corporate relations and development meet. CAR maintains the 'helicopter view' of these interconnected areas, continually brainstorming new ways to engage external relations and to keep alumni active, interested, and connected.

The CAR team's ongoing drive to make the alumni experience better and richer includes an updated (digital) alumni newsletter, events such as Journeys with Erasmus and the Leadership Summit, reunions, networking and mentoring opportunities, and more. The team is looking forward to its newest alumni event – RSM Alumni Day – this coming May. Will you be there? The event is open to all RSM alumni.

www.rsm.nl/alumniday

RSM LEADS 4-YEAR EU POLICE STUDY

A four-year study, co-ordinated by RSM with 14 other organisations, comparing organisational change in European police forces has attracted an impressive EU grant of €6.6 million. Gabriele Jacobs, Associate Professor in the Department of Organisation and Personnel Management at RSM, will coordinate the project, entitled Comparative Police Studies in the EU (COMPOSITE).

It will study similarities and differences in change management practices in police forces across 10 European countries. Professor Jacobs said: 'Security issues consistently rank among the most pressing concerns of citizens in virtually every European country. Terrorism, organised crime, drugs, and violence have an impact upon citizens' perception of their immediate surroundings and also shape their attitudes towards the state and its representatives. As



favourably as most Europeans view the unification of Europe over the past decades, there is still some scepticism with respect to the perceived downside of some of these developments. Open borders, the free flow

of people, goods, information, and capital also facilitate the planning and committing of crimes.'

The challenge for the COMPOSITE study is to address these problems and alleviate citizens' fears without infringing upon civil liberties and human rights. 'These challenges require modern police forces that efficiently cooperate with forces in other countries, and are capable to react flexibly and effectively,' Professor Jacobs explained.

Other organisations participating in the COMPOSITE consortium include Durham and ESADE business schools, academic departments at universities in the Netherlands, Belgium, the UK, the Czech Republic, Romania and Macedonia; police academies in the Netherlands and Germany; plus research institutes in France, Italy and Germany and business consultants Capgemini.

**I WILL MAKE EVERY WOMAN
FEEL BEAUTIFUL, CONFIDENT
AND STRONG WITH MY LINGERIE**

Marlies Dekkers, Dutch
Founder of Marlies Dekkers

INTERESTED IN BUSINESS IN BRAZIL?

This year's STAR International Business Study (IBS) will focus on Brazil – October 2010 to October 2011. Every year, IBS offers companies and non-profit organisations the opportunity to have tailor-made research carried out in an emerging market, at a very low cost. The IBS project is carried out by 25 carefully selected RSM students, supported and guided by two professors. Such companies as Campina, DSM and Stork have availed themselves of this research in the past.

Brazil is especially interesting for European companies as it is seen by many as a gateway to the markets of Latin American and represents a potentially huge and rapidly developing market in itself. Are you or your company interested? See www.ibsresearch.nl or contact ibs@rsmstar.nl.



A MAN OF DISTINCTION

Many RSM alumni will recognise the joke that begins: 'There are three types of mathematician...' It was a favourite of Jo van Nunen, Professor of Logistics and Information Systems, who died suddenly in May 2010 while attending a conference in Vancouver. **Text** Justine Whittern

They may also remember the embarrassment of being late to one of his lectures, when they would be obliged to tell one of their own jokes to the whole audience as penance. Jo's sense of humour in his teaching and his ability to explain difficult concepts, as well as his energy and enthusiasm, made him a favourite with RSM students for more than 25 years.

'Other departments have a rotation system for filling the chairman's position but Jo was chairman of Decision and Information Sciences for 25 years or so. It could not have been any other way,' said Leo Kroon, Professor of Quantitative Logistics in that department, who supervised RSM's PhD students alongside Jo. 'He liked people around him to have positive attitudes, but he was also very loyal and would defend them in difficult situations.'

As a specialist in sustainable supply chain management, Prof Van Nunen established links between quantitative logistics models and information technology at RSM, leading to real changes in practice at ports and transport centres around the world.

He said he found inspiration from the neighbouring Port of Rotterdam, calling it 'one big research laboratory, right in our backyard', and he played a founding role in establishing the strong working relationship between the Port and the School.

In 2009, Jo presented one of his most spectacular lectures to launch RSM's "I WILL" forward-thinking social network. His passionate vision of a new, sustainable

economy was augmented by the event's location: the control room at the top of the Port of Rotterdam's head office, overlooking the harbour.

'He was very charismatic, enthusiastic and knowledgeable,' said Hans Smits, CEO of the Port of Rotterdam. 'His work as Chairman of the Fresh Corridor project helped Port of Rotterdam to advance its



operations with the development of a coherent network of terminals and connections that have led to a more sustainable way of transporting fruit and vegetables to distribution centres via inland waters.'

Jo also led programmes on logistics and information systems run jointly through RSM and TU Delft, and for the European Commission. He held professional positions as Scientific Director of Transumo and the Academic

Centre for Transport, as Vice President of the Dutch Logistic Association (VLM). He also held the position of Chairman for the International Scientific Advisory Committee for the Dutch Institute for Advanced Logistics (DINALOG) and the Smart Port project, a collaborative centre of excellence for maritime and port related research and education at Erasmus University (see page 16).

His name appears on a long list of research papers and articles, not to mention four books, on subjects such as sustainable mobility, closed-loop supply chains and ICT applications in logistics, and for someone who devoted

his professional life to the importance of networks, it's fitting that when he passed away he was surrounded by a huge network of people from academia and business, all of whom, along with countless others, will surely remember him with the greatest of respect and affection. ■

And as for the three types of mathematician? There are those that can count, and those that can't.

GREATER THAN THE SUM OF THE PARTS

Dutch finance giant ING Group and RSM have enjoyed a mutually beneficial, but informal relationship over the past decade. Now, a partnership agreement outlining benefits and expectations for both parties has been signed. Why formalise the relationship and what does each get out of the relationship? **Text** Lesa Sawahata

You can't develop a relationship overnight. That's according to Theo Backx, RSM Executive-in-Residence. 'First you meet, then you get engaged, and finally you're married.' Backx has acted as "relationship broker" with ING since 2002, when he was the original point of contact for the ING MBA Loan Scheme.

Since that time ING, which employs many alumni of RSM and Erasmus University (EUR) globally, has offered numerous types of financial support to RSM, often linked to career and internship possibilities (and to talent acquisition for ING). For example, in 2006 the RSM ING Corporate MBA scholarship launched, designed for high-potential MBA talent specialised in finance (the recipient gains valuable experience by working with ING as part of their scholarship); while on the pre-experience side, ING has sponsored the MSc in Finance and Investment Honours Programme, limited to 25 top participants of the MScFI, for 2010 and will sponsor the programme again in 2011.

The "honour roll" of ING support continues; notably they are the major sponsor, or Annual Event Partner, for the prestigious CEMS Annual Event hosted

this year by RSM in December.

So the formal corporate partnership with ING represents the confluence of the various rivulets of support the bank has been giving RSM into a more powerful, forceful, and clearly defined stream.

'We have always had great support from ING, but it was sort of a patchwork. There was a growing feeling on both sides that it was time to consolidate all the activities that ING does with RSM under one corporate partnership agreement,' says Frieda Franke of RSM Career Services. Franke, who is also the CEMS Corporate Relations Coordinator, has worked frequently with ING recruiters. It was through her contact Hans Krouwel, EUR alumnus and Principal Recruiter at ING Leadership Acquisition (Graduate Recruitment), that the request for funds to support the CEMS Annual Event – and the idea of formalising a corporate partnership – was carried to Edson A. Hato, the Head of Leadership Acquisition & Graduate Recruitment, ING Group HR Leadership Talent & Organisational Development.

Hato, who has been responsible for convincing ING top management about the importance of supporting RSM, says that the current climate in the financial

services industry makes sponsorship a hard sell, but that ING recognises the long-term potential of its relationship with RSM. 'I lobbied for the money for the CEMS event, for the MScFI Honours Programme and other initiatives,' he says. 'In this time of crisis it's a challenge. The financial services industry is confronted with many changes,



and every investment we make these days is scrutinised closely.'

Attracting top talent

Fortunately talent attraction and acquisition remains high on ING's priorities, as proven by the Banking Board of ING agreeing to the corporate partnership with RSM. 'This investment shows that the leadership of ING is totally committed to attracting as much top talent as possible to the organisation,' says Hato.

The partnership helps ING in other major priorities, for example, convincing young talent of the relevance and excitement of the financial services industry, a step towards the greater goal of regaining the trust and loyalty of ING's stakeholders and clients.

'To be honest it has been good for us as an industry to be confronted with the fact that we are the oil in the machine called "society",' says Hato. 'This puts pressure on ING and our industry from two angles.

One side is making sure that we commit and deliver on the promises we make; the other side is to get the right people with the right values and the right foundations to help us in regaining trust from our stakeholders and clients. And RSM is the right place to do this.'

“ The highly international characteristic of RSM's students is another advantage for a global bank.

Why? For ING, RSM's corporate values of critical thinking, innovation and sustainability jibe well with the bank's business principles of integrity, transparency, respect, and social and environmental responsibility. The highly international characteristic of RSM's students is another advantage for a global bank. And at the end of the day, says Hato, 'My department wants to recruit students who show exceptional leadership potential. We don't just emphasise EQ and IQ prowess, but hold high values like integrity, respectfulness and a stakeholder perspective in those we recruit. We want to show the RSM community that financial services is still an extremely exciting sector in which to work, one in which a lot of innovation is happening; and that working in this challenging, constantly changing environment allows you to actually have a huge impact on the world economy.

'We want to position ING as the career choice for talented graduates who want to get the best out of themselves in a continuously changing international environment, create awareness and a brand identity for and be able to choose from a pipeline of highly qualified talent from RSM.'

The scope of the partnership agreement, which remains in force through October 2011 (at which time it will be revised and extended), includes earlier-mentioned elements: besides the Loan Scheme for MBA participants, ING will continue to sponsor the MScFI

ING Honours Class and fund the RSM MBA Corporate Scholarship. However the agreement also provides more explicit recruitment and brand-building opportunities for ING. One strategy is to begin building awareness of ING as a brand, and an employer, at the Bachelor level; experts from the top echelon of ING will provide a series of guest lectures to the 800+ students in the first-year BSc course 'Introduction to Business Administration', while internships will be offered to recent Bachelor (as well as Master) graduates.

Several ING-specific recruitment events will be offered on the MSc and MBA level. Other ideas – for example, ING-hosted alumni events such as the Journeys with Erasmus lectures – will be refined throughout the first year's partnership. 'We will sit together with a Steering Committee made up of key personnel from ING and RSM every half year,' says Theo Backx. 'Checking in this way ensures that we will work closer and closer with ING, that research possibilities for our faculty are discussed, and that RSM and ING continue to build trust in each other – the key to success is that as we progress, both parties are happy.' ■





KNOWLEDGE – PORT OF ROT

A new multi-disciplinary initiative seeks to serve as the main knowledge partner of the Port of Rotterdam. Its ultimate goal? To make Rotterdam the best port in the world.

Text Catherine Walker

The dominant production factors for sea ports have shifted significantly over the years, says Bart Kuipers of the Erasmus School of Economics. First it was muscle, then it was capital, and now it's knowledge. Together with Albert Veenstra, assistant professor at RSM's Department of Decision and Information Sciences, Kuipers is co-ordinating 'Erasmus Smart Port Rotterdam' – designed to bring that all-important knowledge direct to where it can best be used.

This centre of excellence for maritime and port-related research and education was launched in 2009, building on strong relationships between Erasmus University (EUR) and the Port of Rotterdam and with many of the companies linked to it – both in the Port's container centre and within the city itself.

What's new about the Smart Port initiative is that it draws together research expertise from five EUR schools – involving more than 40 researchers – and brings them into partnership with key stakeholders within the Port and related industries (see panel).

'That makes for a very multi-disciplinary community,' says RSM's Veenstra, 'and it enables us to offer a much better

proposition to the Port. We want to build on existing business contacts but extend that network to include a broader set of companies, including Small and Medium Enterprises (SMEs).'

'Our goal is to be the main knowledge partner of the Port and industrial complex here in Rotterdam, and to be the educator of choice,' says Kuipers. 'It's all about increasing the attractiveness of the Port of Rotterdam region as a place to do business, by ensuring excellent connections with the knowledge institutes.'

A world class port

It's a message welcomed by Henk de Bruijn, Corporate Strategy Manager at the Port of Rotterdam: 'We have a world-class port and will be investing millions of euros over the next decade because it's important for our customers that we make Rotterdam the best port in the world.'

'We know we have stiff competition in western Europe – from Hamburg and Antwerp, for example. That's why we also need world-class research and students, and to put a lot of effort into social and R&D activity. Smart Port has the potential to achieve all these things,'

A vital part of the centre's responsibility is to ensure that EUR's research agenda matches the needs of the Port and those working within it. Although specific projects are still being defined, Veenstra and Kuipers see the Smart Port research as falling into three broad strands:

Global – examining the Port's role in global economic structures and its position within global networks and supply chains

Local – analysing the development of the Port in relation to local networks and institutions: the city, region and surrounding municipalities. This will include important aspects of port economics and governance.

Facilitating industry – looking at business clusters within the Port and the dynamics involved, how those companies compete, how they develop innovation, etc.

One example of how the research will benefit industry, says Veenstra, is current work to determine potential efficiencies in cargo handling and trans-shipment: 'A large part of our current research is about developing sustainable hinterland networks – finding a suitable split between barge, rail and truck and considering all kinds of measures to make the interchange between those different modes more efficient for the Port. So there's a very relevant link between priorities on the business side and the type of research we can execute and translate into ready solutions for the business community.'

TERDAM'S PRECIOUS CARGO

Another pressing concern for De Bruijn and the Port Authority is to develop a long-term vision and strategy for the Port, especially with the current uncertainties over Europe's future economic performance.

European economy will not grow, that presents an entirely different picture of how the Port may operate. What is a realistic and sustainable growth scenario? And what will that mean for the Port's capacity requirements, in terms of

very much like to broaden their mindset in terms of port issues,' explains Kuipers.

Looking ahead, De Bruijn is confident the new centre will bring the Port of Rotterdam multiple benefits – creating greater awareness at EUR, and the schools individually, of the career and research opportunities within the Port, increasing access to EU and other research funding through collaborative bids, and enabling SMEs – a crucial part of the port economy – to be brought into closer contact with EUR, RSM and the other participating schools.

But above all, he believes that bringing together professionals from Port and University will help unlock new ideas and innovations that will be important for ensuring the future direction of the Port of Rotterdam and increasing its profitability.

“ It's all about increasing the attractiveness of the region as a place to do business.

'If one assumes growth, that has repercussions for infrastructure development and capacity needs,' says Veenstra. 'If, on the other hand, one expects that over the long term the

cargo handling?'

That's why De Bruijn and his colleagues from the Port Authority are already in discussions with leading international economists from the participating EUR schools, including RSM.

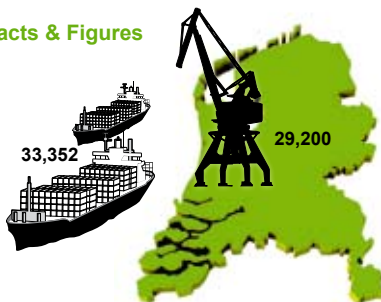
Education is also an important priority for Smart Port. 'We want to play a very active role in executive education,' says Kuipers. 'There's a large demand from companies to coach their existing workforce in new concepts – and the Port is also dealing with the problem of an ageing population, making lifelong learning very important.'

The team is already planning how to adapt and add to existing Bachelors and Masters programmes to prepare the next generation of Port executives. 'We want to offer them a multi-disciplinary background because problems within the Port are seldom mono-disciplinary. We'd

More information can be found at

WEB www.eur.nl/smartport

Facts & Figures



Number of sea-going vessels to visit the Port of Rotterdam = 33,352
 Number of vessels loaded/unloaded = 29,200
 The Port of Rotterdam measures 10,570 ha
 10,570 ha = 14,798 football pitches
 Source: Port of Rotterdam: Port Statistics 2009

Participating Schools:

- Rotterdam School of Management
- Erasmus School of Economics
- Erasmus School of Law
- Public Administration, Faculty of Social Sciences
- Faculty of History and Arts

Smart Port Partners

- Port of Rotterdam Authority
- Deltalinqs
- City of Rotterdam

WHY SOME ASSETS ARE BEST LEFT FROZEN



Earlier this year, Prof. Gail Whiteman participated in an important expedition to the Arctic ice floes of Canada to see at first hand the impact of climate change. For her it was an eye-opener that reinforced the increasingly important role of ecology and sustainability in business.

Text Joe Figueiredo



L to R: Gail Whiteman, Jim Balsillie, co-CEO Research in Motion (RIM), Terry Prowse, lead author IPCC report (working group II, polar regions), & Tim MacDonald, CEO Ideal Supply.

You would not have expected to find sustainable innovation or green investment as part of a business school's syllabus ten years back. However, the threat of climate change has become such a hot topic, one with bottom-line consequences, that most Fortune 500 companies are addressing ecological and sustainability issues by working, for example, to reduce their carbon footprints.

Gail Whiteman, ECORYS Professor of Sustainability and Climate Change at RSM,

and scientific director of the Sustainability and Climate Research Centre of Erasmus Research Institute of Management (ERIM), was invited this summer to join an ecological voyage through the Arctic Northwest Passage aboard a polar-class scientific ship. The trip, which included people drawn from a broad spectrum – from science and business to policy and social leadership – was organised by the Canadian Institute of Arctic Oceans as part of Canada's Three Oceans (C3O) project and International Polar Year (a polar-region scientific programme run by the International Council for Science and the World Meteorological Organization). C3O enables natural scientists to investigate the state of the Atlantic, Pacific and Arctic Oceans and collect physical, geo-chemical and biological data. Crucially, their work also covers the Arctic's Canada Basin, an area significantly affected by climate change.

'Canadian scientists realised that they could study this phenomenon all they want, but without getting people involved from other areas and disciplines, such as business, they wouldn't get as far as they needed to go,' says Whiteman. 'That's why they invited 13 of us – including CEOs from two large companies, the president of the Canadian space programme and several senior government officials – on a trip through the Northwest Passage.'

An important part of Canadian history, this passage was seen as a potential trade route that would shorten travel time between Europe, Russia and the Far East. However, it wasn't until 2007 that the Northwest Passage became ice-free in the summer, thanks to climate change.

The philosopher's journey

Whiteman's trip, which lasted a week, was called the "Philosopher's Journey". 'That's because we basically spent a lot of our time presenting

and brainstorming ideas – philosophising, in other words – with the objective of developing strategies for change,’ she says. ‘We typically discussed policy and how to position the Arctic as a strategic asset. I’m not of course referring to its oil, gas and minerals, but to maintaining the integrity of these ecosystems by preventing the loss of Arctic sea ice, which regulates global climate and in turn has knock-on effects for the global economy and societies everywhere.’

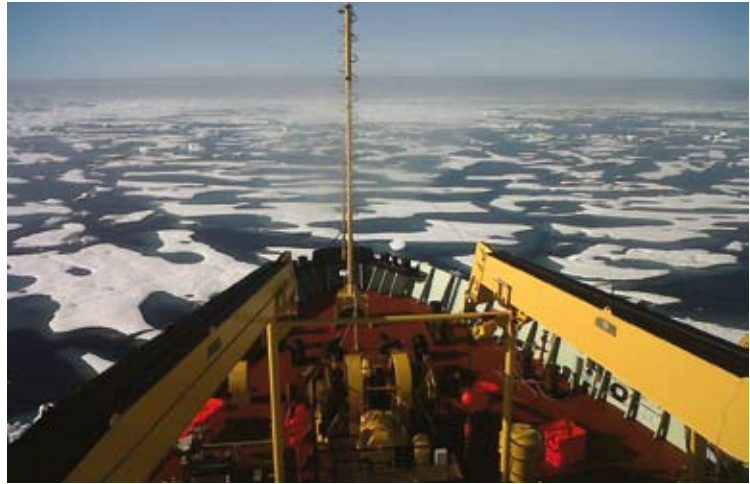
When not philosophising, ‘we got involved in scientific sampling, or spent the time observing what was happening outside,’ says Whiteman. ‘Funny, spending hours watching the ice and the effects of climate change first-hand created an emotional bond between ourselves and the natural environment.’

But for Whiteman, this was more than an emotional experience with nature. ‘It was also exhilarating, inspiring, to work with such focused, high-powered people determined to make a difference,’ she says. ‘As well as extending my own professional network with like-minded people, I also learnt the value of satellite technology in tracking the effects of climate change in real-time.’

The value of science

There is much work to be done, says Gail: ‘We need more accurate data and a lot more sophistication in terms of economic valuation and modelling. Although a report published this year by the International Arctic Research Center indicates that Arctic climate change is a big-ticket item, with initial cost-estimates of its impact (including to agriculture, energy, water supplies and human health) being between US\$2 trillion and US\$24 trillion over the next 50 years, we need to refine the measures, go one step further and identify what global climate change means for a specific country or market sector.’

According to Whiteman, work also needs to be done putting the numbers together and converting complex environmental science into compelling and convincing narrative. ‘We have to grab the attention of business people, such as CEOs, and make them realise that this not only bad news for polar bears, but also for the



The view from on-board Gail's ship, The Louis.

health of the global economy,’ she says. ‘While business people easily grasp the monetary value of the Arctic’s fossil fuels and minerals, they also need to understand the business implications of

“ CEOs need to understand the implications of preserving the Arctic ice sheets and that they are strategically invaluable assets.

preserving the Arctic ice sheets and that they are strategically invaluable assets. Ideally, we need to keep the business community informed through some sort of ongoing outreach, possibly in the form of an Arctic communication strategy.’

Gail concludes with some advice: ‘Remember, the Arctic is the canary in the coalmine, we need to watch it closely. If it were feasible, I would advise business executives to experience and learn first-hand, as I did, that this ecological situation is real and more than just a looming fear in the distance. What’s more, it’s not about just being on some sort of ‘green’ mission: there are significant opportunities to be found in climate change and sustainability for businesses with the right approach and attitude.’ ■

Sustainability and Climate Research Centre

WEB www.erim.eur.nl/scr

I WILL ALWAYS PUT MY CUSTOMERS FIRST

Marc van der Chijs, Dutch Co-founder of Tudou.com and CEO of Spil Games Asia



40 YEARS OF LOOKING FORWARD

When, in 1970, Rotterdam's fledgling business school, the 'Interfaculteit Bedrijfskunde (IB)' took in its first students in a villa in a leafy suburb of the city, its ethos echoed the adventurous spirit of international tradesmen of the Dutch East India Company, the 'VOC', in the 16th century **Text** Justine Whittern

This small faculty was initiated in 1966, as a result of several Dutch multi-national companies deciding they needed academic and business education for their postgraduate managers. The eight companies, each donating 2 million guilders, are still global household names today; Royal Dutch Shell, Algemene Kunstzijde Unie and Koninklijke Zout/Ketjen (now AkzoNobel), Amsterdam-Rotterdam Bank and Algemene Bank Nederland (now ABN AMRO), Unilever, Philips Gloeilampenfabriek and Koninklijke Hoogovens en Staalfabrieken (which became Corus, then more recently Tata Steel Europe).

The reasons why the business school came about are not so different from the reasons why the school is still in demand today, but the school's goals have changed to take account of the state of global business. The IB originated in a bustling international port city and many of its graduates joined the giant multinational corporations, which continue to feature strongly on the world business stage. And even though the school didn't yet have its

sights set internationally, the atmosphere was clearly groundbreaking and ambitious.

Through the next 40 years, this business school rooted itself, geographically in the Dutch nation of traders, in the heart of world business, and at the academic forefront of teaching and research in management theory and practice.

The IB school for postgraduate management education served the needs of several departments at Erasmus University and Delft University of Technology. After two years it moved to new premises in Delft, and became the inter-universities Institute for Business Administration (IIB). In November of that year, the first 29 students graduated with a *drs. Bedrijfskunde* degree, and at the same time became the first members of what is now a globe-spanning alumni association.

Professor of Marketing Berend Wierenga, who joined the IIB in Delft in 1972 and who retired from RSM recently, remembers it as a time of 'splendid isolation'. 'We were independent, not



so much a regular faculty; it was a creative and innovative atmosphere,' says Prof. Wierenga, who saw the school through all its changes, becoming in 1986 Dean of the Faculteit Bedrijfskunde (or FBK- the name the school took on when it moved to the Erasmus University campus in 1983).

'The school in Delft in 1972 was much smaller. We were kind of in a free state because although we were linked to different universities and there was a Board, they were distant. We were almost independent and there was a great pioneering atmosphere. On the other hand, organisation wasn't very strong and the feeling was anti-authoritarian, so it was a bit chaotic. People did their own thing,' Prof. Wierenga remembers. The

Tomorrow's challenges

But the international economic landscape has changed since the financial crisis, presenting a new set of challenges for all businesses. Some of the old business models no longer fit, and new paradigms are sought. There is increasing demand for knowledge and experience of social enterprise and social liability. Global business is making its hesitant recovery from the crisis with a cast that includes new players; the 'BRIC' countries – Brazil, Russia, India and China – each of which is an economic force to watch.

Many multinational corporations are moving towards a "global maximiser" model, with virtual teams spread around the world. The teams are multicultural, less autonomous and embrace more closely the Web 2.0 business model, creating a very different business landscape from that of only five or ten years ago.

Business schools are faced with parallel challenges; to match their graduates to the changed face of global business, and to distinguish themselves against stiff competition from other business schools, especially in the maturing economies of the BRIC countries.

“ Business schools are faced with the challenge of matching their graduates to the changed face of global business...”

'Our graduates will have global careers. They will have to be able to work anywhere, with anyone and our programmes have to prepare them to do this,' comments Dean of RSM, Prof. George Yip. 'Business schools must globalise their business models, and each must find its own approach.'

Since his appointment in 2007, Dean Yip has seen it as essential that RSM should enhance its standing by improving individual elements of the school, and by strengthening the connection to global business by meeting the needs of its customer base, for example, through understanding the principle of 'hiring for the global office'.

Consulting firms, investment banks and multinational companies – those using modern management methods and the types of organisations that are likely to be customers of RSM – are more willing to recruit employees with international perspectives ▶



school continued to grow, with 100 students in the first year, then 200, and soon 500.

In 1977, the focus turned towards the internationalisation of the school. The number of programmes, including English-language modules with a global focus, expanded. Its international character has since become one of the school's strengths, especially as business has globalised.

True international recognition came, as Prof. Wierenga recalls, some time after the IIB moved from Delft back to Rotterdam to the Erasmus campus, becoming the Faculteit Bedrijfskunde (FBK) in 1983. In August 1989 the school's young English-language MBA programme was mentioned in the *Wall Street Journal*. To celebrate, Prof. Wierenga made a commemorative tee-shirt printed with "the number one MBA in Europe". 'We were recognised not just in Europe, but in the USA too,' he says.

Since then, the school has undergone continued growth, and one further transformation. In 2004, the FBK, the Faculty of Business Administration of Erasmus University (including its research branch ERIM, the Erasmus Research Institute of Management) merged with RSM B.V. (deliverer of the school's MBA and Executive Education programmes) to become one united business school grounded in research: Rotterdam School of Management, Erasmus University (RSM).

Bolstered by the complementary resources of each institute, RSM has gone from strength to strength and has claimed a place among the highest-ranked and most influential business schools in Europe.

than they were 20 years ago and increasingly local offices recruit for worldwide placements rather than just for the local office. This bodes well for the employment prospects of graduates from a business school that is ranked highly for its international culture and environment.

Innovation and sustainability

However, the school cannot rest on its international laurels. 'We must keep up the pace, continuing to focus on the aspects that built our reputation,' says Dean Yip. 'This means making sure that we differentiate ourselves from others by focusing on our strengths – innovative management research through critical thinking, and the education of future leaders in sustainable business.'

The focus on critical thinking, management innovation and sustainability is not merely the product of a brainstorming session in the marketing department but a direct recommendation from RSM's Advisory Board, which comprises of individuals at the highest levels of senior management in corporate industry, non-governmental organisations (NGOs) and the political arena.

“ For the fifth year in a row, *Elsevier* named RSM as the best institute in the Netherlands for bachelor business education...

'It was through business need that the school was created, and it is through understanding and catering for business need that it will continue to grow,' comments RSM's Marketing Director, Willem Koolhaas. 'It was always part of our positioning, but the Advisory Board urged us to focus on those elements as they will be of increasing relevance to businesses in the future.'

The high quality – and quantity – of research output from RSM professors and PhD students plays a part in attracting the best people to staff and student populations. The quality of staff,



iwill.rsm.nl

**I WILL ENSURE THAT FUTURE LEADERS
HAVE A POSITIVE IMPACT ON THE WORLD**

Anjeni Ramtahal, Trinidad & Tobago / Canadian
Alumna MBA 10

Rotterdam School of Management, Erasmus University
The business school that thinks and lives in the future.



students, and rankings create a triangular equilibrium that has positively influenced the profile of the school.

RSM's research strategy resounds through the Erasmus Research Institute of Management (ERIM, the joint research institute of RSM and the Erasmus School of Economics). Research through both organisations aims for a dual impact: an effect amongst its peers in the scientific community, and a real usefulness with corporations and governments. This connection between theory and practice is key to RSM's approach.

Top tier rankings

However good the school's research, it doesn't feature highly on the radar of prospective students, who place more value on rankings when selecting a business school. Here, RSM continues to realise its potential. Against other business schools, RSM is edging its way into "the Champions League". It sits in the top tier of the *Financial Times* Masters in Management MSc ranking and

is among the global top three worldwide for international course experience. RSM is also ranked 25 in the top 100 full-time Global MBA programmes as well as being 7th in the FT 2009 European Business School survey.

This steadily increasing profile places RSM firmly in the Top 10 of European business schools, according to a poll in the influential Dutch weekly magazine *Elsevier* in October 2010. It named RSM for the fifth year in a row as the best institute in the Netherlands for bachelor business education with a high rating for its communication and organisation of education, quality of study materials and preparation of graduates for the job market.

Of course, the school should also be an attractive place in which to live and study. The city of Rotterdam's modern and 'can do' attitude pervades Erasmus University, the home of RSM, which is currently preparing its Woudestein campus for further growth in 2015 with a plan to build new facilities for study, cultural events and recreation.

'We aim for not necessarily more, but certainly better students using a thorough selection procedure, and by making sure we're in the right rankings; the higher you are, the better students you attract,' says Koolhaas. 'Students with higher grades are usually better motivated and willing to work hard and often already have a well-developed international outlook.'

'The better your students, the better your school. They challenge the teachers, the research and each other, and they then become a great alumni network. We are also reaching out to potential students in new ways and making full use of new media, which includes RSM's "IWILL" network,' adds Koolhaas.

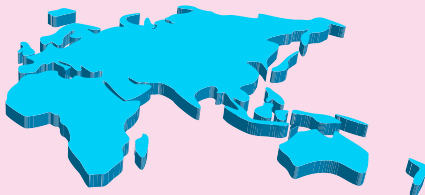
RSM's international diversity is undoubtedly an advantage, but it has posed a challenge to the school's identity. Launched successfully last year, the school's "IWill" forward-thinking social network is serving to unify and connect the disparate parts, and all the people, of RSM.

RSM's forward-looking focus – echoing the three strengths that the Advisory Board business leaders identified as important: innovative management research through critical thinking, and the education of future leaders in sustainable business – naturally includes continual development of its programmes and research themes.

Graduates from RSM over the next few years will have the management and leadership skills to be able to spread the most recent developments in social, environmental and sustainability issues into global business.

RSM's future is in continuing to cater for the international needs of businesses, and success lies in the school's ability to understand those needs and to evolve with them. The relationship of RSM with global business is now, as it has always been, a closely aligned and mutual one. ■

Summary of Rankings



2010 European Rankings from the *Financial Times*

Full time MBA (MBA)	11
Executive MBA (EMBA)	13
Executive MBA (OneMBA)	12
Executive Education	14
MSc programmes	10



2010 Global rankings from the *Financial Times*

Full time MBA (MBA)	25
Executive MBA (EMBA)	24
Executive MBA (OneMBA)	22
Executive Education	32
MSc programmes	11

Elsevier (Dutch ranking, global result) 1

RECOGNISING EXCELLENCE

The RSM Distinguished Alumni Awards are presented to outstanding alumni from the school. In October, five undeniably outstanding and influential leaders from the world of business and the public sector were honoured in a presentation that took place during the school's Grand Lustrum Reunion. **Text** Lesa Sawahata

Alumni are the greatest resource of any business school, and the annual RSM Distinguished Alumni Awards (DAA) provide an opportunity for the school to publicly recognise alumni who have distinguished themselves through excellence. Over the past 40 years, graduates of RSM's programmes have made their mark on society. They help drive the business world and steer the public policies that impact not just Europe, but the globe. RSM alumni have become renowned entrepreneurs, leaders of countries as well as companies, inventors, innovators, and influencers.

'This award has been created to further develop the profile of RSM as one of the leading globally-oriented business schools and to provide the opportunity for RSM to market its alumni as active leaders at the forefront of the global business environment,' said Dean Yip during the presentation. 'The objective of the award is to recognise alumni who have distinguished themselves through excellence and to honour their achievements in a number of specific areas.'

A recent example of the significance of RSM alumni acting in the world is that of Feike Sijbesma, Chief Executive Officer and Chairman of the Managing Board of Royal DSM

(Postkandidaatsopleiding Bedrijfskunde 1987). Honoured in 2009 as part of the first RSM Distinguished Alumni Awards ceremony, Sijbesma received the United Nations 2010 Humanitarian of the Year Award in October 2010 for his company's commitment to corporate social responsibility (see p. 06 for more on Mr. Sijbesma's UN award).

This year's DAA ceremony was embedded in the whole sweep of alumni activities on 9th October that incorporated De Grote Reunie/Grand Lustrum Reunion (for drs., MSc, BSc and PhD alumni), the IBA Homecoming, and the MBA Annual Alumni Reunion. More than 400 alumni and staff were in attendance in Rotterdam's World Trade Centre, and the event was sponsored by the City of Rotterdam for the second year running.

Robbert Nesselaar, Creative Director of the Chief Marketing Office Rotterdam is responsible for the marketing and branding strategies of the City of Rotterdam and has been a key figure in building the link between the City of Rotterdam and RSM. He welcomed the alumni back to Rotterdam, saying 'we're very proud to have such an outstanding business school in this city'.

The outstanding achievements of each of these remarkable alumni are highlighted in the brief profiles that follow.



“ I did my study at RSM because my idea was that the public sector should learn from the private sector. I think in the private sector things go faster. They are more focused. And the best of that has to be harvested for the public sector.

Saskia Stuiveling

Postkandidaatsopleiding Bedrijfskunde 1970-1972
President of the Netherlands Court of Audit

Saskia Stuiveling is quite literally the ‘first lady’ of RSM: not just part of the first cohort that entered the IB in 1970, but the only woman in the 31-person intake. Since her graduation in 1972, her career has been remarkable, and largely focused on public service. Ms. Stuiveling has been President of the Netherlands Court of Audit since May 1999, after almost 15 years on its Board. Prior to that period, she had numerous governmental positions, including that of State Secretary of the Interior from 1981-1982. She is a member of RSM’s Advisory Board, and holds many other board and supervisory positions in the world of culture, media, development cooperation and refugee aid.

‘Saskia, you are a “bedrijfskundige” at heart and remain passionate about and involved with the school in countless ways: as a board member of the Trustfunds, the RSM Advisory Board, honorary member of the VIB and the list goes on and on,’ said Dean Yip. ‘We are very grateful to be able to present you with this year’s Distinguished Alumni Award. In addition to all of the above, you are very pleasant to work with and we sincerely hope that you will continue to work with us for years to come.’ ▶

Hans van Ierland

International Full-time MBA Class of 1990
Co-Founder, Managing Partner and CEO of Holland Private Equity

As well as being co-founder, Managing Partner and CEO of Holland Private Equity, he also co-founded Holland Corporate Finance (HCF), where he served for 11 years as co-CEO, before moving to the Supervisory Board in Summer 2008. Van Ierland helped build HCF into the leading M&A advisory and corporate finance firm focused on the Benelux mid-cap market. He has an outstanding track record in the field of M&A advisory and corporate finance; during his 10 years with HCF, he and his team closed more than 120 transactions of all kinds (sell-side, buy-side, IPO, financings, etc). Hans is founder and president of ACG Holland (the Dutch presence of the US-headquartered Association for Corporate Growth), and has served as a member of the Executive Board of M&A International Inc.

‘Hans, we are particularly proud of your achievements in business. To us you are a true leader and frontrunner in the field of corporate finance and M&A advisory, a functional area that a very large part of our students take an interest in,’ said Dean Yip. ‘Your entrepreneurial mindset has led to Holland Private Equity being a large player – if I am correct the only player in the Benelux – that focuses on late-stage growth for the technology sector. You deserve this award because you lead by example. You are very driven, are willing to take risks and have passion. These are the same qualities that we seek in our students, and our alumni, and that is why we present you with this award today.’

“ I’m extremely grateful for my time at RSM. I started a business with a fellow student whilst at the school, and my advice to you is if you want to be an entrepreneur you can do it; never give up, that’s the most important thing.



Photo: KIMMO Grashuis

“ It’s unmistakably true that I had a great time at RSM – and that I did acquire a taste for business. I thank RSM, and am grateful and proud to receive this award.

Alexander Ribbink

International Full-time MBA Class of 1990
Partner at Prime Technology Ventures

Alexander Ribbink is a Partner at Prime Technology Ventures NV, where he focuses on investments in consumer internet, digital media, and technology companies working in consumer end markets. He has worked extensively in fast moving consumer goods (FMCG) and technology industries and his key areas of functional expertise include branding, international growth and market entry, and innovation and strategy. Alexander is well known for his work as COO of TomTom, where he was part of the leadership team that launched the company on the Amsterdam Stock Exchange in 2005. When he joined TomTom in 2003 the company’s turnover was in the tens of millions of euros; when he left in 2008 the company’s turnover was approaching €1.8 billion. Earlier in his career, Mr. Ribbink worked for 11 years at Unilever, specialising in consumer marketing and general management, and served as Vice President of Brand Development for one of its largest Dutch food subsidiaries. Mr Ribbink is active both as a member of the RSM Advisory Board and the Supervisory Board of RSM BV (MBA and Executive Education programmes), and serves as Chairman of the Board of the Stedelijk Museum Amsterdam.

‘Alexander, at the MBA graduation ceremony in 2008 you said, “Every personal business success I’ve had, I owe to my experience at RSM.” Just for saying that in public, you deserve an award,’ joked Dean Yip, who continued: ‘This is not the first award that Alexander has received; he has also been named Marketeer of the Year and Advertising Man of the Year. He has received a number of awards for communication and advertising campaigns for which he was responsible, including the prestigious golden European EFFIE award for effectiveness: reason enough for us to be extremely proud of Alexander as one of our alumni, and why we present the Distinguished Alumni Award to him today.’ ▶





“ Globalisation, leadership, analytical skills, all combined with an integrated approach for the challenges we face in the world today. That is the secret of RSM.

Hans N.J. Smits

Postkandidaatsopleiding Bedrijfskunde 1973-1975
CEO Port of Rotterdam Authority

In 2005, Smits was appointed President and CEO of the Port of Rotterdam Authority, after having held the position *ad interim* from September 2004. He is widely credited with bringing good governance, trust, reliability and quality back to the Port after a period of mismanagement. His working history effectively bridges business and policy-making; he has held numerous positions within the Ministry of Economic Affairs and the Ministry of Transport, Public Works and Water Management; was President and CEO of Amsterdam Airport Schiphol between 1992 and 1998; was Chairman/Vice Chairman of the Executive Board of Rabobank Nederland between 1998 and 2002; and was Director at Arthur D. Little from 2003-2004.

In addition to his position at the Port of Rotterdam Authority, Hans holds a number of auxiliary positions: Non-Executive Director of the Sohar Industrial Port Company, Non-Executive Director of KLM Royal Dutch Airlines, Chairman of the Supervisory Board of Jansen de Jong Group, Chairman of the Supervisory Board of the Ombudsman Foundation and Chairman of the Board of the Ronald McDonald Home in Rotterdam, amongst others.

‘Hans, it is our great pleasure to present you with the RSM Distinguished Alumni Award. You started your RSM career in Delft back in the early 70’s and remain closely involved with us,’ said Dean Yip on the 8th of September, when the award was presented to Mr. Smits. ‘You have shown tremendous leadership especially in your current role at Port of Rotterdam, where you have deliberately chosen quality over quantity. You are valued for your work with us, particularly in relation to building strong relations between the Port of Rotterdam and the School. Furthermore, you have been a very supportive Advisory Board Member and in honour of your commitment to the school, we wish to thank you with this award.’

Bart Becht

Postkandidaatsopleiding Bedrijfskunde 1977-1980
CEO Reckitt Benckiser

Bart Becht, who could not be present to collect his award on the day, is a remarkable business leader from any perspective. Beginning his career at Procter & Gamble, he is CEO of UK-based Reckitt Benckiser, a company best known for household cleaning products ranging from Cillit Bang to Vanish.

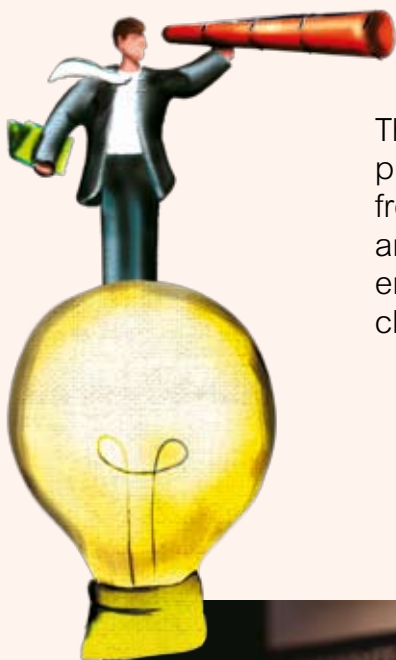
Net profits for Reckitt Benckiser tripled between 1999 and 2006, rising from £200 million to £768 million, and the company's growth has continued unabated under Bart's leadership.

Named earlier this year as one of the best-performing CEOs in the world by *Harvard Business Review*, and recipient of the CNBC European Business Leader of the Year Award for 2009, Mr. Becht is also renowned for his charitable contributions for which he was recognised this year by *Miljonair Magazine* as the most generous philanthropist in the Netherlands.

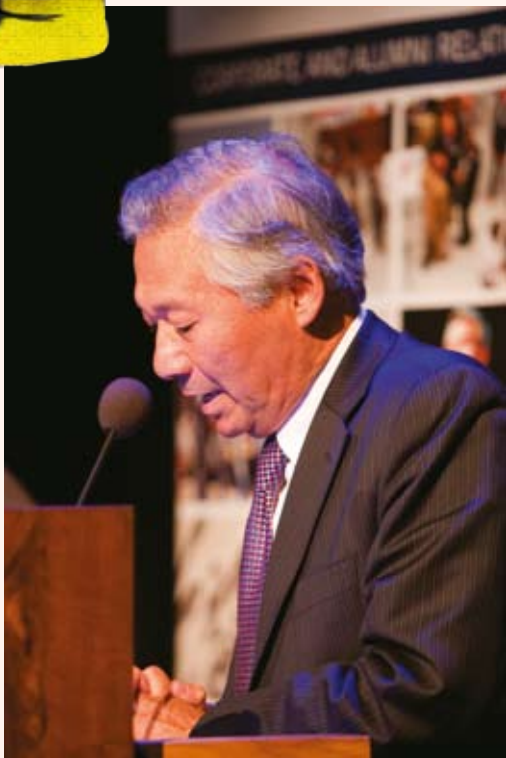
'RSM is particularly proud of Bart Becht's achievements in business,' said Dean Yip. 'Next to this, he remains involved with and passionate about RSM and its students and alumni. His many business accomplishments, awards, and recognition of his outstanding performance at Reckitt Benckiser continue to inspire everyone at RSM, and for that reason we will be proud to present Bart with the RSM Distinguished Alumni Award this coming May, during our RSM Alumni Day.' ■

“ I am very honoured to be a recipient of the RSM Distinguished Alumni Award and proud to join such a prestigious group of people.

WINNING STRATEGIES IN THE NEW BUSINESS LANDSCAPE



The annual Leadership Summit is the jewel in the crown of RSM's public events. Here, senior executives and business practitioners from some of the world's most dynamic companies provide rare and candid insights into the processes and strategies that have enabled their organisations to ride out the waves of uncertainty and change created by these turbulent times. **Text** *Lesah Sawahata*



The Leadership Summit is a particularly striking example of RSM's overall strategy: to open up a dialogue between high flying executives, RSM's leading academics, the school's corporate partners, alumni, staff and students, and the City of Rotterdam. The ultimate goal? To position RSM as a proactive partner in global business, now and in the future, and quite simply "to get RSM the respect it deserves."

'We are in the right place – Rotterdam, a hub of world business; we have the right connections to the corporate world; the alumni of our programmes have proven themselves to be top practitioners and innovators in international business; and our academics are amongst the most influential management theorists in the world, certainly in Europe,' said George Yip (pictured left) in the early days of his tenure as dean.

'We must begin to leverage these resources, to make them more visible to our internal and external stakeholders, and to the world at large. RSM is a powerhouse that is punching below its weight; but if we establish connections between our many areas of strength, we will truly lead the way in creating the future of business, and show how influential RSM can be.'

Reinforcing that rallying cry, the second annual RSM Leadership Summit, held on the 8th of October, 2010 in the World Trade Centre Rotterdam, was a great demonstration of the high calibre and influence of the RSM community. Over 300 participants, including alumni who flew in from as far away as Hong Kong, Dubai and the USA, were in attendance. They were attracted by this year's theme - 'Winning Strategies in the New Business Landscape' – and by the presentations by top executives from businesses that were forced, by the economic crisis or earlier issues, to develop their own winning strategies.

While the first RSM Leadership Summit in 2009 was, predictably, focused on how to leverage the lessons swiftly and painfully learned during the economic crisis, Dean Yip's opening comments set the stage for this particular summit. '2010 is a year of recovery,' he said. 'But the recovery is fragile...businesses are facing new dynamics, and new strategies are required for a new business landscape.'

▶ LEADERSHIP INSIGHTS

GE: Global Reverse Innovation

Greg Farrett, Executive Director - Corporate Communications and Public Affairs - GE International (pictured top right) discussed GE's strategies for sustained growth. He revealed that during the economic crisis, the company had shuffled its portfolio considerably, reducing its financial service products while searching for new and globally relevant product innovations that are clearly in GE's DNA.

'We're a company with a history of innovation,' said Farrett, referring to the venerable firm's original innovator – Thomas Edison, developer of the light bulb. Today, 'global reverse innovation' is one of GE's strongest strategies: rather than

“...businesses are facing new dynamics, and new strategies are required for a new business landscape.”

following the traditional model of developing high-end products and adapting them to emerging markets, GE is developing low-cost, fully-featured product innovations in local technologies. This enables GE to offer products at a variety of price points, in developed as well as emerging markets. Examples include products emanating from GE Healthcare technologies – for example, low-cost ECG machines originally designed for the Indian and Chinese markets.

Mr. Farrett's insights were followed by a brief presentation from Josette de Goede, Executive Director of RSM Executive Education and Organisational Behaviour. De Goede, who works with numerous HR Directors in developing executive education programmes, made a plea for 'creating sustainable succession for healthy business'. Not only has the business landscape changed, but employees are changing too, she said – and the average graduate of today will move jobs seven or eight times in their



career. Thus succession planning isn't just for the boardroom, but for mid-level managers as well.

Heineken: Managing Short and Long Term Performance

René Hooft Graafland, Chief Financial Officer of Heineken and member of its Executive Board (as well as being part of RSM's Advisory Board) was interviewed by Prof. Dirk Brounen of RSM in an entertaining presentation (pictured above) regarding the management of short and long term performance. Designed as a 'conversation', the two sat at a picnic table, drinking – not surprisingly – from iconic green bottles of Heineken beer while discussing the facts about the company (for example: 150,000 glasses of a Heineken beverage are consumed every minute worldwide; of those, only 17 per cent are Heineken beer itself, the rest are local brands.) ▶

Crucially, Heineken is not averse to risk, or to debt, said Hooft Graafland. The continued growth of the company, founded in 1873 in Amsterdam by Gerard Heineken, has involved taking on €9 billion in debt from the purchase of Scottish & Newcastle in 2008 – the deal was in motion before the economic crisis hit – as well as taking on FEMSA, the largest manufacturer of beer in Latin America, in January 2010. ‘The FEMSA deal came at a slightly unfortunate time, as we hadn’t paid off S&N yet, but you cannot always be the one to decide,’ when to do a deal, said Hooft Graafland. ‘My job has become much easier than it was in 2002 – we have debt now, and that brings discipline’ to a company, he said.

Hooft Graafland is well positioned to discuss the long-term performance of not just the company, but of senior management; he joined Heineken in 1981, rose through a variety of international positions, and became CFO in 2002. Long-term leadership by CEOs and CFOs is positive, he said, creating stability and long-range vision for all stakeholders as opposed to short-term wins for the shareholders. However he feels that those who spend a long period in a job ‘tend to work on auto-pilot, to take things for granted’ and that it is important to challenge oneself to forget what has been done in the past, ‘to stretch and reinvent yourself.’

Philips: A Marketing Transformation

Egbert van Acht, Executive VP Business Unit Leader Health & Wellness, Philips Consumer Lifestyle (pictured below) discussed the marketing transformation of Philips. ‘This is a story about a marketing transformation, but also about a big cultural shift in Philips, the reinvention of the company over the past 5-6 years. And it’s a story



about a strategy shift – we had to go from recovery to growth, and sustainable growth.’ In 2002, the company had over 400 brands or logos, and a lot of market confusion; further the company was focused on technological advancement for its own sake – it had left the consumer largely out of the loop. Products continued to get more sophisticated, but less appealing to customers.

With the introduction of ‘Sense and Simplicity’, Philips found

“What have you done to simplify today?”

it had created not only a brand promise, and a compelling story for consumers, but also a total internal culture shift. Today, down from all those confusing product lines, there are only five or six clearly branded product divisions; internally, meetings take a maximum of 30 minutes, design is focused on the consumer and must be ‘easy to experience,’ and ‘every day we ask our employees “What have you done to simplify today?”’ said Van Acht.

The company is focused on market growth and innovative products, and from that focus has arisen two tools that have changed the way Philips assesses potential, and existing, products: the Value Proposition House (to evaluate new product ideas) and the Net Promoter Score (NPS), which assesses how likely it is that one would recommend an existing Philips product to a friend. Both are simple – and sensible – and have been adapted by other companies.



Bain & Company: Profitable Growth in Turbulent Times

Chris Zook, Partner at Bain & Company and best-selling author of the 'strategy trilogy' *Profit from the Core*, *Beyond the Core*, and *Unstoppable*, was the final speaker (pictured right). 'Speed and repeatability are the key,' he says, to sustained success now and in the future. Why? Bain's extensive database, case studies and archives from thousands of firms have provided the consultancy with a clear picture of how companies that sustain growth work. 'Repeatable, adaptable models are more important than ever in business strategy,' said Zook, 'and the great sustainable repeatable models follow a few key design principles.'

IKEA is one of Zook's premiere examples of this type of successful model; every IKEA in the world has the same store lay-out, including appealing exhibits, a self-picking warehouse, cafeteria-style restaurant, and children's play area; all products are either flat-packed for easy transport, or can be delivered quickly to the customer's home. Google and Apple were also top-of-the-class in speed and repeatability, and Zook spoke admiringly of one very Dutch example, the Aalsmeer Flower Auction, calling it 'a cathedral of repeatability' in which a rose that was picked



yesterday in Kenya will find its way to a vase in Europe today.

After each presentation, members of the audience had an opportunity to address questions to the speaker. The event wrapped up with a prize draw for autographed copies of Mr. Zook's latest book, *Profit from the Core*, and with Dean Yip thanking the speakers, participants, and the Leadership Summit's sponsors ABN AMRO, KLM and McGrawHill, as well as the City of Rotterdam. ■

The next RSM Leadership Summit will be held on Friday 7th October 2011.

iwill.rsm.nl

I WILL BECOME A WORLD-RENOWNED EXPERT IN EMOTIONAL ASSETS

Carlos Gonzalez Hernandez, Mexican
MSc Student

Rotterdam School of Management, Erasmus University
The business school that thinks and lives in the future.



TACKLING TALENT DEVELOPMENT

Whilst developing quality leadership in-house has many advantages, it can also present a number of challenges. Jürgen Kluge, Chairman of the Managing Board of Haniel, explains how his company has worked to build on its own expertise in partnership with RSM.

Recruiting and retaining talented management is vital for sustaining value creation in the long term and ensuring consistent performance. While managers can often grow in their role, certain periods of transition need a more targeted approach. Then, a rigorous development programme can support the further development of leaders.

For large companies with operations spread across the globe, ensuring that effective leaders occupy key positions can be a real challenge. Operating group Haniel understands this and while its divisions are managed independently, human resources development is run centrally at its head office in Duisburg, Germany.

The company was founded 254 years ago as a warehouse for imported goods. Since then Haniel has grown steadily, turning over €24.5 billion in 2009, and employing more than 50,000 people across 500 locations in 30 countries. The group's five business units span industries including medical products, textile services, business equipment distribution and recycling, the trading of raw materials for the stainless steel industry, and international retailing.

Looking to continue the long-term sustainability of its businesses, Haniel has developed a comprehensive talent management strategy incorporating in-house training, career

support and ongoing partnerships with business schools including RSM. Jürgen Kluge has direct responsibility for human resources in addition to his other roles in the company.

He sees fostering of internal talent as key to the group's success. 'There is no concrete or objective indicator defined at the moment,' he explains, 'but we have a strong track record of internal development and of fostering successful careers up to general management and board level across our business units.'

Providing employees with a clear progression structure has a number of important advantages, whatever stage of their career they are at. For graduates or those coming to the company from outside, it is an important reason to consider joining the business.

'Systematic development discussions, constructive feedback and the related training and career opportunities are highly attractive to candidates,' Kluge says. 'We hear that a lot in recruiting interviews we conduct with external talent. Similarly, the responses to our international training programme indicate the attraction of thoughtful and concrete development opportunities. Our approach of continuous integrated learning is an important competitive advantage.'

The risk in this era of high employee mobility, when the "company man" is an ever rarer sight, is that investment in leaders can be wasted as they depart to either set up their own businesses or join a competitor. Kluge recognises this problem but believes the solution lies in effectively targeting development resources and mapping out ways to utilise talent internally to both the benefit of the group and the satisfaction of the individual manager.

I WILL ENHANCE
YOUR FUTURE

George Yip, American / British / Chinese
Dean of Rotterdam School of Management,
Erasmus University

‘Our talent management process addresses exactly this issue: in regular discussions with employees, we clarify their requirements and wishes,’ he explains. ‘At yearly succession conferences with the different management teams, we have talent on our radar screen and discuss the possibilities for further promotions. Concrete development plans then prepare internal candidates for their next steps.’

This process is conducted at the very highest levels of Haniel, and Kluge considers it one of the board’s most important tasks. ‘We talk about internal talent for upcoming vacancies in succession roundtables,’ he says, ‘and the meetings and dates are set in our board calendar.’

While identifying talent is important, it also needs to be actively developed. Haniel’s management academy has partnered with a number of business schools to deliver targeted executive education to managers at all stages of their career. ‘We train our target group to be role models who live our values and maintain a continuous dialogue with their own employees and support their development,’ Kluge explains. ‘As good leadership is a core competence in our group, we also provide an individual needs-orientated process that gets employees up to speed quickly. We see the advantage of a business school being in possession of the unique combination of cross-industry experience and structured management concepts with a state-of-the-art learning approach.’

This perspective is particularly important for employees making the transition from specialist to their first management role, which requires a significant change of outlook and the taking on of new responsibilities.

Developing leaders

To ensure the success of this transition, Haniel works in conjunction with RSM to deliver an emerging leaders programme called “EXPLORE!” The programme focuses on two core aspects of management: developing a personal leadership style and fulfilling the company’s long-term value creation goals. RSM prioritises a “double



“ Combining business aspects with leadership learning is crucial to the success of the course.

loop” approach in which newly acquired skills can be immediately applied in both the classroom and the business environment through supervised project work, ensuring that the learning experience is an active and effective one.

‘We start the programme with a development centre where we assess the personalities and competencies of our candidates and give them meaningful feedback on their personal strengths,’ Kluge explains. ‘Based on this learning plan, RSM teachers can individually address the participants’ personal needs with relevant leadership principles and instruments. Combining business aspects with leadership learning is critical to the success of the course.’



“ Our focus is on the organisation we work with and on how we can bring the maximum impact to their business.

Josette de Goede (pictured above), Executive Director of Executive Programmes at RSM explains: ‘Our focus is on the organisation we work with and on how we can bring the maximum impact to their business. Every aspect of our executive learning and development programmes is created with this in mind, from the faculty we select from our worldwide network to the content we develop and the chosen delivery method. Co-creation and collaboration are the core principles of our approach, which is why every programme at RSM is unique to the needs of each client.’

She continues: ‘Participants are encouraged to learn from their peers and build their network of contacts across the group. We are particularly pleased at the high level of commitment Haniel

gives to the programme; several board members including Jürgen Kluge and Franz M. Haniel (Supervisory Board Chairman) are actively involved as guest speakers. This helps make the programme a powerful and memorable experience for those involved”.

Helping link the learning to business practice is the identification of a project outside of participants’ ordinary responsibilities that has them working in groups towards a solution over the duration of the programme, with the aim of either contributing to the overall strategy of their business unit or directly to the growth of profit. The culmination of the course is the presentation of projects results to senior management in the company. ‘RSM understands our culture as a family business and our underlying leadership principles,’ Kluge adds. ‘Armed with that knowledge, the school offered the modular programme. Our future leaders learn how they perform and how to balance people development with value creation.’

While partnerships such as that between RSM and Haniel have great value, by definition talent development is an ongoing process. Haniel has recognised the need to complement its internal processes with the deployment of external expertise, which has been provided by RSM. When it comes to training and nurturing employees, each business has its own unique goals and requirements: if it sets clear objectives and chooses wisely, working with a business school can clearly offer significant benefits. ■

This article is reprinted from the September edition of CEO magazine with kind permission of the publishers.

More information about RSM’s Executive Education and Organisational Development Programmes can be found at:

WEB www.rsm.nl/execed

Haniel

WEB www.haniel.com

Are you missing an INSIGHT?

"There is a common expectation among forward-looking companies that through the use of information technology new ways of working can be created that will improve employee satisfaction levels, increase productivity and ultimately impact positively upon company performance... But how can organisations find the methods, tools and ways of working that are right for them? At RSM, we have worked with a number of major companies to determine exactly these points. One stand-out example is Microsoft Corporation..."

Professor Eric van Heck from his RSM INSIGHT article 'New Ways of Working: Microsoft's Mobility Office.' Eric is RSM Chair of Information Management and Markets, a best-selling author, a consultant to international business, and a lecturer in a variety of courses for RSM Executive Education and Organisational Development.

Want to read more?

RSM's management research is relevant to your business. And RSM INSIGHT keeps you up to the moment (and more competitive in international business) with research drawn from our top management scientists.

Get the full insight.

Contact thefullinsight@rsm.nl to receive the latest RSM INSIGHT each quarter (let us know if you'd prefer our digital or paper version), and become part of RSM's knowledge network for executives.

Don't miss out.

RSM INSIGHT - MANAGEMENT KNOWLEDGE



THE BUSINESS SCHOOL THAT THINKS AND LIVES IN THE FUTURE.

RSM
Erasmus
ERASMUS
UNIVERSITY

TAKING HR SERIOUSLY

Human Resource challenges are clearly linked to overall business success, yet it is still the case that many organisations, and the executives who run them, do not perceive the true value of what should be their greatest asset - people. So says Philip Stiles, international HR expert and RSM guest lecturer. **Text Lesa Sawahata**

According to Stiles, the biggest Human Resource (HR) challenges for businesses right now relate to crisis management – how to create a sense of “business as usual” in an economic climate that is anything but usual. That, he says, is a big stretch for any company. Within that broad context though, what specific challenges does he see?

One major challenge is how to keep employees motivated and committed to an organisation that might be downsizing or restructuring. A second challenge today is the whole area of talent management: in the past we’ve seen a focus on attracting and retaining ‘stars’ but that has led to some dysfunctional behaviour, and some unfortunate neglect of the solid but unspectacular worker. So many companies are now looking at “total workforce management”.

The third challenge is for the HR department itself: just how does the HR department act in the role of business partner? This has been debated over the past 15 years, but it’s still difficult to identify HR departments that are doing this well.

Q: Why is HR still not valued by some organisations?

That’s a great question. The simplest answer should be: you convince organisations on evidence. There is a lot of evidence to suppose that if people are well motivated, well rewarded, and well looked after, they will be committed. That commitment will feed into their work, and

into the satisfaction of your customers. The interesting question is: why isn’t that evidence having much effect?

Q: Well... why?

That’s a really hard question to answer. Maybe because the HR department lacks profile, or is perceived as lacking power in comparison to say, finance or marketing. HR needs to develop its evidence base... it’s there, but needs to be communicated properly. And – well, if a chief executive has to be convinced about the worth of HR, you wonder if they aren’t convinced that people are valuable.

Q: What do you think would be convincing?

What executives really want is for HR to be able to speak as a partner to them, to discuss the business overall, rather than just the HR function. The inability to do so has been one of the shortcomings of HR departments.

So we need research to produce convincing evidence, and that involves looking at practices in global business. I ran a research project at Cambridge Judge Business School, the Global Human Resource Research Alliance, with my colleague Jonathan Trevor, involving 30 large companies around the world, looking at how they run HR. That was fascinating; it was the most comprehensive worldwide research study on HR, and was designed to identify innovative and best HR practices within companies, and show how HR integrates within other key resources in organisations.

Q: What was the result of the project?

It was a real insight into how firms are approaching HR today, and it created a lot of demand to set up a sort of competence centre, where companies could come and share knowledge, listen to new ideas, and even take part in new research. So we’ve recently set up the Centre for International Human Resource Management (CIHRM); our focus is on the international aspects of HR.

Philip Stiles

A guest lecturer on RSM’s Executive Education and MBA programmes, Philip is a Senior Lecturer in Organisational Behaviour at Cambridge Judge Business School, where he is Co-Director of the Centre of International Human Resource Management (CIHRM). CIHRM derives from Stiles’ earlier project the Global Human Resource Research Alliance, a research group that involved 30 major companies worldwide including GE, IBM, IKEA, Oracle, Shell, TNT and Unilever. Stiles has won a number of teaching prizes, including the Pilkington Teaching Prize for Excellence in 2006. He has also recently completed his first novel.

WEB www.cihrm.jbs.cam.ac.uk



“ If a chief executive has to be convinced about the worth of HR, you wonder if they aren't convinced that people are valuable.

Q: Back to your earlier point: what will convince business that HR is a 'partner'?

HR professionals can benefit from advanced training that helps them see themselves, and value themselves, in the larger context of business. Learning to speak the language of the chief executive is important, of course. With RSM we've developed an open enrolment course through Executive Education, which follows on from some of the company-specific programmes I've done here. This two day course is called 'HR Effectiveness' and is concentrated upon understanding the connection of HR processes to each other, and very importantly to the other functional areas and overall strategy of the organisation.

Q: Interesting that in the early 1990s your research focus was on very 'current' topics –

Corporate Governance and Ethics. How did your focus shift to HR?

There were a lot of business scandals occurring in the UK at that time – what interested me was not so much the outcomes, but the process by which these governance issues were decided. I found I was interested in the behaviour of people at the apex of an organisation, and it was amazing to see the variance between excellent and frankly poor behaviour. That has been the thread of my research: the focus on the sheer variety of behaviour, and how an organisation can harness that behavioural information to improve, and to be effective. ■

Philip Stiles will teach the 2-day Executive Education Open Enrolment course 'HR Effectiveness' on February 10 and 11, 2011. For more information see [WEB www.openprogrammes.com](http://www.openprogrammes.com)

I WILL STAY OPEN-MINDED

Jan Närlinge, Swedish
Vice President of Boeing International and
President of Boeing Northern Europe

LIQUID ASSETS

According to global analyses, around 80 per cent of the population live in areas where fresh water supplies are not guaranteed. What is needed is efficient and practical management of resources to make the best use of what is available. RSM's latest EMBA programme will teach exactly this. **Text** Tim Skelton

In January 2011, RSM joins forces with Wetsus, the Centre of Excellence for Sustainable Water Technology, to launch a Water Specialisation course as part of its Executive MBA programme. In so doing, it becomes the first major business school to focus on this area, offering insight into state-of-the-art technological and managerial aspects of the water business to internationally orientated and talented business people.

So what was the incentive for setting up the course? RSM has always had a strong focus on sustainability, and a major part of that is the environment, including water. 'When Wetsus came to us looking for a programme we saw we were getting an opportunity to work with environmental studies, so we leapt at the chance because it fitted perfectly with our way of thinking,' explains Hetty Brand-Boswijk, Business Development MBA Programmes for RSM.

'Excellent leadership and management skills are required to face the world's water challenges,' say Wetsus Entrepreneurship & Business Development Manager Paul Lelieveld, and Executive Board member Cees Buisman. 'Only well-trained talent can implement the changes

and innovations needed. This unique programme fulfils this need. It will also strengthen the new water sector, which will be more dependent on entrepreneurship and process technology. The old solutions will lose their general applicability in the future, as many new companies enter the water world, both big and small.'

In addition to RSM and Wetsus, eight founding industry partners are involved: Aquatech, European Water Partnership, Evides, Grontmij, Norit, Paques, Philips, and Vitens. They have agreed to provide

help develop Evides into an even more efficient, client-friendly and innovative water company. Additionally, we hope to be able to employ some of the graduates in our company to strengthen our management,' says Markus Flick of Evides.

“ There is a definite need to provide the right water management and leadership skills to help people make a difference.

candidates for the programme, and thus far there has been a positive response from a diverse range of stakeholders. 'We want to enrol selected staff into this programme to further their careers, and for them to

Times are changing, and water companies need to adapt their business principles as a consequence of market developments and government policy. That means the demand for qualifications





among staff is also shifting. 'The RSM Water EMBA fills a vacuum at management level away from purely technical issues,' Flick says. 'Much like Evides, water companies are placing the interest of their customers more centrally than ever before. Operational excellence, product reliability and customer care demand a different knowledge base and more all-round management competence.'

So what will the programme entail? Students will spend two terms at RSM, while a third term of specialist modular advanced courses will take place at Wetsus in Leeuwarden. Two international modules, one week in each year, will take place in locations facing major water challenges. 'Water sector-specific characteristics can differ geographically and nationally,' Paul Lelieveld and Cees Buisman point out. 'How do you run a business successfully in a relatively conservative sector? How

do public stakeholders interact? How do you implement new technologies?

Wetsus will design the third term together with RSM. We will create content, and use our international network to recruit the best teachers and guest speakers to train, coach and discuss relevant issues. We can also present showcases of new technology and business introductions.'

The programme will produce well-trained people able to find, implement and manage solutions for the enormous water challenges the world faces now and in the future. But it will also create network opportunities, say Lelieveld and Buisman. 'Normally less than 2 per cent of students on a MBA programme are from the water sector. This new module will give much better connection opportunities.'

Being located in the Netherlands, a country with a 500-year history of dealing with water management, RSM is perfectly placed to deliver an EMBA Water Specialisation. But while the programme may be tailored to the water business, applicants are not limited to

that sector. The programme is open to anyone. 'Local authorities could also benefit,' Hetty Brand-Boswijk says. 'As could large companies like Unilever that use a lot of water, perhaps by thinking strategically about where to locate plants, and by becoming aware of the unintentional social consequences of placing a factory somewhere there is already pressure on resources. The same goes for large construction companies and their projects.'

There is a definite need to provide the right water management and leadership skills to help people make a difference. 'The issue needs more exposure. The industry has lots of experts in water technology, but they don't necessarily know how to manage that technology,' says Brand-Boswijk. 'RSM can teach them important management and leadership skills, and if we can teach people the practical side of dealing with water management for the future, then maybe the planet will have a future.' ■

More information on the RSM EMBA Water Specialisation can be found at:

WEB www.rsm.nl/emba

I WILL STUDY AND LISTEN

Jan Pronk, Dutch
Former Minister of Development Cooperation and
former Minister of Environment



MAKING SENSE OF CEMS

For today's internationally minded students, a solid understanding of global business and cultural differences across borders are prerequisites for career success. And RSM's CEMS Master's in International Management (CEMS-MIM) programme teaches them just that. **Text** Tim Skelton

Paris-based CEMS, the Global Alliance in Management Education, is a collaboration of leading business schools and multinational companies. Founded in 1988 as the Community of European Management Schools, its aim is to set global standards of excellence for Master's in Management programmes. It currently has 25 partner academic institutions, and more than 60 corporate partners worldwide offering students international experience. In 2009 the *Financial Times* ranked the CEMS-MIM as the world's leading programme of its kind, and it was placed second in 2010.

RSM joined CEMS in 1989, and it has become one of the school's most popular programmes, with stiff competition for places. 'We are a flagship programme for RSM, and the only highly selective Master's,' Academic Director René Olie says. 'Last year we had 200 applicants for around 60 available spots.'

The selection processes at different CEMS schools are becoming more streamlined, but because of local regulations in each country it is virtually impossible to harmonise them completely. At RSM, applicants are interviewed and given an assessment in cooperation with

corporate partners. Most applicants have some international orientation, either through dual parentage or having lived or studied abroad, often both. 'Having an international mindset is very much something we look for in students,' Olie points out.

The largest group of students are Dutch (around 40 per cent); close to 30 per cent are German and the remainder from other, mainly European, nations. Anne van de Graaf, RSM's Executive Director of MSc. Programmes, explains why the overwhelming majority are

typically start out working in their own countries, but for multinationals. 'It's an alliance with corporate partners,' René Olie says. 'We always look for close links with interesting partners worldwide. The field assignments are about solving international problems, such as how to develop an organisation to deal with the complexities of operating across borders. We have guest lecturers, and try to build up business experiences; it's not just an intellectual challenge.'

One alumnus who appreciated the international focus is Ilonka van Osch,

to discuss business and agree budgets. Around 1,500 people will attend, and there are 30 sub-events. This year's keynote speaker is 2006 Nobel Peace Laureate, Professor Muhammad Yunus.

Meanwhile, the international kudos of RSM's CEMS programme is gaining momentum. 'Some partners say that once a student has done a Master's at RSM they don't need another in their own country, because ours has such a high reputation,' Anne van de Graaf says. 'What we have now is the result of 20 years of collaboration.'

One reason for this is increasing credibility. 'When I joined in 2006, CEMS was an add-on option to other programmes,' René Olie says. 'Sometimes top students quit when they had completed their other studies. Now the programme stands alone and we attract ambitious hard-working students, all looking for *cum laude*. At the last graduation, a remarkable 40 per cent of them achieved it (the average is 10 per cent). The students also complete the course more quickly than any other Master's programme – 66 per cent graduate within 18 months, and 90 per cent within two years.'

But while the figures are impressive, the real value for students is they meet many peers from different international groups, allowing them to build strong networks. 'And these are kept up after graduation,' Anne van de Graaf says. 'Long-lasting friendships are formed and it's this strong community that makes CEMS unique.' ■

“ The focus of the CEMS programme is on training students for international management positions.

European. 'The network is global, but there is a strong language requirement to the programme. Students need to speak three languages: English, their native tongue, and one other. That's often an obstacle for non-Europeans.'

So what can CEMS offer that is different to other programmes? For one thing it has a duration of 18 months, whereas most others last 12. There is also an integral exchange programme, in which students spend one semester abroad at a partner university. Moreover, corporate partners play a vital role, offering internships, participating in the student selection process, providing guest speakers and sponsorship, and even recruiting directly from the programme at an annual Careers Fair.

The focus of the CEMS programme is on training students for international management positions - graduates

who works for Shell in The Hague. 'Three years ago the company found my résumé in the CEMS database. They phoned me to ask whether I wanted to talk with them,' she explains. Ilonka is in no doubt how her time at RSM benefited her. 'Through CEMS I gained experience in working abroad and with multiple cultures. This broadened my perspective. It made me more aware of the Dutch cultural idiosyncrasies, for example, and enabled me to adapt my communication and cooperation methods to local habits. That really helps my working relationships as I travel the globe in my day-to-day job.'

Each year one of the partner schools hosts the CEMS Annual Event, and this year it is RSM's turn. Held between December 2nd and 4th, as well as being a joint graduation ceremony for around 500 students from 25 schools, it will be a chance for all stakeholders to get together

More information about RSM's CEMS Master's in International Management (CEMS-MIM) programme can be found online:

WEB www.rsm.nl/home/master/CEMS

For more information about CEMS – the Global Alliance in Management Education:

WEB www.cems.org

FUELLING THE DEBATE

This autumn, the Part Time Opleiding MScBA/drs. Bedrijfskunde programme celebrated its 15th anniversary with a special symposium on a very pertinent subject that saw three industry experts present their visions of how world economies would handle the eventual decline and inevitable depletion of global oil reserves. **Text Joe Figueiredo**

Consistent with its reputation for having its finger on the pulse of international commerce, the PTO, the part-time Master in Business Administration/drs. Bedrijfskunde programme taught fully in Dutch, chose “The End of Oil” as the theme for its anniversary symposium held on September 30th and attended by some 600 alumni and other guests.

Oil-related growth

In his presentation entitled, “The importance of oil for our economic future”, the first of the evening’s three guest speakers, Rembrandt Koppelaar, chairman of Peakoil Nederland, started with the premise that expensive oil makes the return to a high-growth global economy impossible. Oil plays a leading role in modern transport and therefore influences economic growth, he says. There is also a definite correlation between oil prices and the prices of most metals (20 per cent of the production costs are energy related) needed to drive the global economy. And past recessions took place during periods of high oil prices, further underscoring the relationship between the price of oil and economic growth.

Koppelaar introduced the packed hall to the “law” of peak oil, which states that after fossil-fuel

reserves are discovered, production increases exponentially until a peak production rate is reached, after which it begins to decline as depletion overtakes new discoveries. So, have we reached peak oil, he asked?

Production peaked in 2002 in free-market countries, which means future

are influenced and its availability. Four factors largely influence the price of oil, he explained: marginal cost of supply; supply/demand fundamentals; risk premium, and long-term scarcity. When they rise so does the oil price, as we saw in July 2008 when it reached US\$147 a barrel. The reverse is also true, as witnessed in 2009, when the price dropped to US\$35 a barrel.

We are in fact living beyond our means, he warns, consuming 28.5 mbd (million barrels per day) in 2007, and 10 per cent more than in 2003. Global demand could grow from 84 mbd today to close to 100 mbd by 2030. However, while spot prices went down from US\$147 a barrel to US\$35 during the crisis in 2008, long-dated oil

“ Global energy needs are predicted to grow by more than 40 per cent in the next 25 years.

production will be strongly limited to OPEC and the former Soviet Union (FSU). This will influence the availability of oil and its price. So, what will the future look like? According to Koppelaar there are two scenarios: production decreases leading to an economic slowdown; or it grows, further stimulating the global economy. Either case, he said, illustrates how dependent economic growth is on oil supplies.

Nothing to fear

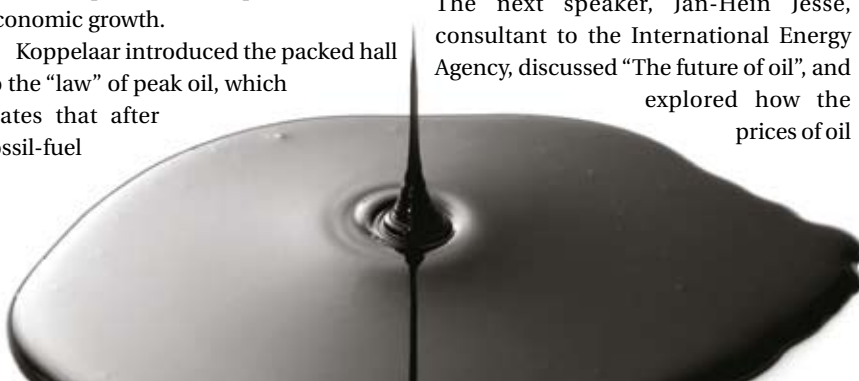
The next speaker, Jan-Hein Jesse, consultant to the International Energy Agency, discussed “The future of oil”, and explored how the prices of oil

prices remained very stable, Jesse assures us. And during one of the worst recessions in modern history, worldwide crude oil supply utilisation rate never fell below 93 per cent, resulting in a price of around US\$75 a barrel.

Encouragingly, conventional crude oil levelled-off at 68-69 mbd, which was marginally lower than the 2006 all-time peak of 70 mbd. And OPEC’s spare capacity increased to around 6 mbd in 2009. In short, Jesse says there is plenty of oil, but that future oil prices will be largely determined by above-ground risks.

Mixing oil with politics

The final speaker, Lucia van Geuns, deputy head of the Clingendael International Energy Programme, looked at oil from a



ON THE FUTURE OF OIL

completely different perspective in her presentation entitled, "Oil and geopolitics: who controls the oil flow?". Global energy needs are predicted to grow by more than 40 per cent in the next 25 years, she said, with non-OECD countries - driven mainly by China and India - responsible for 87 per cent of it. More than 70 per cent of all proven conventional oil reserves are found in the Middle East, Russia, Central Asia and the Caucasus and there are uncertainties regarding the supply of oil, she warns, particularly as more of it is being imported from politically and economically unstable countries and there will be increased competition between consuming countries. Furthermore,

supplies will be hampered by energy policy and transportation problems.

Changes in the geopolitical landscape and in the international energy market will be brought on by changes in the attitudes of certain countries, such as India and China. Chinese and Indian companies will increasingly compete with the major western players for reserves, driven more by the need for secure oil-flows than financial gain. In addition, governments in producing countries will increasingly be managing their own raw materials, and controlling the value chain.

To summarise: three underlying factors will influence future global oil and gas markets: global political and

economic changes caused by integration in India and China; the rise in 'energy nationalism' in producing countries; and increasing competition for energy among consuming countries.

The evening's proceeding ended with closing remarks from two honoured guests, Robert Dencher, Shell International's head of government relations in the Netherlands, and Aad Jacobs, a former chairman of the supervisory board of Royal Dutch Shell. ■

Information on the Part Time Opleiding MScBA/drs. Bedrijfskunde programme can be found at: [WEB www.rsm.nl/pto](http://www.rsm.nl/pto)

iwill.rsm.nl

I WILL MAKE EVERY CONNECTION MUTUALLY BENEFICIAL

Connie Tai, Dutch / Hong Kong
Director of Corporate & Alumni Relations

Rotterdam School of Management, Erasmus University
The business school that thinks and lives in the future.



EVENTS IN REVIEW

STAR MANAGEMENT WEEK: BUILD BRIDGES NOT WALLS

This 24th edition of the STAR Management Week (SMW), held 21-28th October 2010 was once again amongst the largest student events in Europe with more than 100 multinationals, 6,000 students and illustrious guest speakers from around the globe. The conference centred around the theme of “Business opportunities: building bridges, not walls”, and featured speakers Ulrich Bez, CEO of Aston Martin; Jan Närlinge, Vice President of Boeing International; Tiny Sanders, President of PSV; Joop Munsterman, President of FC Twente; Jan Pronk, former Dutch Minister for Development Cooperation; Dick Boer, COO of Ahold Europe and member of the Corporate Executive Board of Royal Ahold; Pieter Jongstra, CEO of Ernst & Young; Baptist Coopmans,



Managing Director of Royal KPN NV and Hans van der Noordaa, CEO of Retail Banking Benelux of ING.

Each year SMW provides a valuable interface between students, academics and

STAR’s corporate network through a wide array of activities, including company visits and corporate clinics. Highlight of the week was the internationally-renowned STAR Annual Management Conference; the

most popular event amongst students this year was the Entrepreneurial Seminar, featuring some of the Netherlands’ most successful and prominent entrepreneurs, including Marc van der Chijs, co-founder of Tudou.com and CEO of Spil Games Asia; Harald Swinkels, co-founder of De Nederlandse Energie Maatschappij; Walter Peteri, Ernst & Young Entrepreneur of the Year 2009, co-founder of Quooker; Bob Ultee, Founder of Sabon; and Igor Milder, co-founder of INPACT and CEO of Lost Boys.

Marlies Dekkers, whose eponymous lingerie business is world-renowned, delivered the winning ‘sound bite’ of the seminar: Entrepreneurship is like a war. STAR Management Week finished off with the annual STAR Party at club Maassilo Rotterdam.

RSM DOMINATES SAILING EVENT

The RSM Sailing Club has long been interested in organising a sailing regatta in Dutch waters – an ambition that took form in September, in an event that began at the International Regatta Centre in Medemblik. Five teams from RSM – one composed of EMBA students, one from RSM PTO, and three MBA Alumni teams - competed against rival teams from INSEAD, LBS and WHU/Kellogg.

Thanks to the favourable weather and conditions, all participants had a great time. Impressively, RSM won the first three positions. MBA Alumni Teams 3 and 2 and PTO claimed the first, second and third positions respectively. Plans for another European business school sailing event for 2011 are underway with the RSM Sailing Regatta Organising Committee.



TRACING RISK MANAGEMENT BACK 400 YEARS

Applying modern management perspectives to a 400-year old insurance document has shed light on the history of risk management. Abe de Jong, Professor of Corporate Finance and Corporate Governance at RSM, together with Oscar Gelderblom and Joost Jonker, specialists in 17th century history from the University of Utrecht, studied the antique document and were able to draw parallels between its contents and theories of modern management.

The results of their research will be presented at a short open seminar *Permanent Capital and Risk Management: The case of the VOC 1613 insurance contract* on Monday 13th December 2010 from noon. The insurance contract was drawn up by the Dutch East India Company (Verenigde

Oost-Indische Compagnie or VOC) at a time when the fast-growing colonial trade company was making the transition between financing individual voyages via partnerships to permanent equity capital and limited liability for shareholders.

'It's an early example of valuable growth opportunities but also costly external financing inducing the introduction of a risk management strategy,' says Prof. de Jong. 'The key was to figure out the contents of the contract and connect them to a modern management perspective. That made it easier to explain,' he said. 'Businesses today still aim for continuity. It's very important to look ahead in the design of your contracts to guarantee



future growth and investment.'

The Business History seminar will be held at Room 42 on the 3rd floor of the T building. The free lunchtime seminars, featuring visiting historians and economists, are held every three weeks. **Find out more at www.eur.nl/businesshistory**



iwill.rsm.nl

I WILL COMBINE BUSINESS PERFORMANCE WITH HUMAN WELL-BEING

Jan Dul, Dutch
Professor of Technology and Human Factors

Rotterdam School of Management, Erasmus University
The business school that thinks and lives in the future.





CORPORATE REPUTATION IN THE FINANCIAL INDUSTRY

A full and frank account of efforts to restore the reputation of a global insurance products company after the financial crisis was presented at the latest 'Journeys with Erasmus' event, organised by RSM at AEGON's head office in the Hague in September.

AEGON NV's Head of Commercial Communications, Marcel Evertsen described how the company adopted a policy of complete openness and honesty, changing its emphasis from one of increasing shareholder value to one of increasing stakeholder value in order to address the degree of mistrust, even from its own customers. It embarked on a campaign to address the widespread problem of financial illiteracy that gets in the way of people organising their financial futures.

Now in its second stage, AEGON's campaign to improve its reputation builds on the public's increased financial literacy with an improved dialogue between the company and its customers, one of the steps towards building increased trust, said Mr Evertsen.

Professor Cees van Riel from RSM set out to explain the roots of the loss of reputation for the financial industry and how it could be addressed. 'The social context was taken for granted; people within the financial industry were

passive and not anticipating changes,' he said.

In future, the emphasis should be on anticipating changes and better communications, as well as better leadership and governance, concluded Prof. van Riel, before opening the floor to questions from the audience.

Questions included the obligation of financial companies to make sure their customers understood their products, the consequences of the financial crisis on HR policy and the potential for the policy of complete honesty to attract either competition or a backlash from competitors in the financial industry.

The evening concluded with a networking drinks reception, which was attended by more than 100 members of the business community. 'Journeys with Erasmus' events, now in their second year, are becoming known for lively and interactive discussions, giving members of the business community the opportunity to listen to, and ask questions of, leading figures in the business world, and those at the forefront of business research.

The next Journeys with Erasmus event will be held on Thursday 25 November in Rotterdam. For more information, visit www.rsm.nl/alumni.

I WILL ADAPT, ADOPT
AND IMPROVE

Pieter Jongstra, Dutch
CEO of Ernst & Young

FORTHCOMING EVENTS

CALL FOR ALUMNI MENTORS TO TAKE LEARNING BEYOND THE CLASSROOM

After a highly-successful inaugural year, the Alumni Mentor scheme is beginning its second year of activities. In January, the Mentor Programme will be introduced to the 2012 class of full time MBA students. If you haven't already signed up as a mentor, then please take a look at the Student Alumni Mentor Programme section on the MBA alumni website, <http://alumni.rsm.nl>. This programme is a chance to develop yourself by developing others, and offers a mentor workshop as well as contact with fellow mentors during the annual mentor get-together.



VIRTUAL CURRENCY, REAL-WORLD GOODS?

Is buying real world goods with virtual currency the next logical step? If this issue of *RSM Outlook* is still hot from the

presses, then Netherlands-based alumni might still be in time to add this event to their diaries: Roslyn Layton (OneMBA 2007) lets us in on the latest news and the hottest trends from Silicon Valley in her presentation "The Future of Commerce: Virtual Currency, Real World Goods" at 18.30 on Thursday 2 December in RSM's J-Building on the Woudestein Campus, Rotterdam.

Email Irene Broekmans-Versluijs in the Corporate and Alumni Relations Office for more details. iversluijs@rsm.nl

NOBEL PRIZEWINNER ON CAMPUS

RSM is expecting a full house for its Symposium on Social Business & New Capitalism which features Professor Muhammad Yunus as keynote speaker. Sadly, all tickets have already been allocated for the event on Friday 3 December. Professor Yunus is Nobel Peace Prize Laureate 2006 and founder and director of the Grameen Bank which specialises in microcredit - small loans to those with no collateral - to help its clients establish credit-worthiness and financial self-sufficiency.

The Symposium is part of the CEMS Annual Events, a gathering of 27 business schools and 60 corporate partners worldwide which is

connected to RSM's MSc in International Management.



RSM IN HYDERABAD AND BANGALORE

Do you know someone who might benefit from one of RSM's pre-experience graduate and PhD programmes? RSM will be part of the QS World Grad School Tour in India in early December, one of the world's leading education fairs.

Send them along to meet us in Hyderabad on Friday 3 December from 17.00- 20.00 at the Taj Krishna, Road No. 1Banjara Hills, 500 034 Hyderabad, and in Bangalore on Sunday 5 December from 14.00-17.00 at Taj Residency, 41/3 Mahatma Gandhi Road, 560 001 Bangalore.

Email aworp@rsm.nl for more information.

LUNCH AND JAZZ IN LUXEMBOURG

Join fellow alumni and their families for a pre-Christmas get-



together on Sunday 5 December at Brasserie Le Neumunster, 28 rue Münster, L-2160 Luxembourg. Alexander Ludorf (MBA 2000) has put together a Christmas lunch for the Luxembourg local chapter, starting at 11.30 with aperitifs accompanied by jazz from "Cool Solutions" and lunch at 12.30. The cost is €28 per person (€12 for kids age 6-12) and includes the concert and buffet lunch.

Please contact Alexander Ludorf if you wish to attend Alexander@Ludorf.com

WOMEN'S AMSTERDAM MBA NETWORK

A diverse group of professional women are building their Amsterdam community with an evening of interaction and knowledge sharing. Join them to expand your knowledge base, interact with professional peers and faculty, and add to your professional network whilst gaining insight into the MBA in-class environment. The event will take place on Wednesday 8 December between 18.30-21.30 in Amsterdam. The address is yet to be confirmed.

For more details, contact Maria-Rosa Parra in the MBA Admissions Office mparra@rsm.nl



LONDON ALUMNI TASTE THE MEDITERRANEAN AT LE BAVOIR

London-based alumni are planning to feast Mediterranean-style at Le Bavoire restaurant in Soho's Greek Street on Thursday 9 December from 19.30. Dean George Yip will be guest of honour.

If you'd like to join them, please contact London Local Chapter representative Saina Otorbaeva, saina.otorbaeva@gmail.com, so she can make the necessary arrangements. Partners and friends are welcome to join in.

RENEW, REFRESH AND REDEFINE YOUR MANAGEMENT KNOWLEDGE

Refresh your managerial knowledge and reconnect with fellow RSM alumni at the first RSM Alumni Day examining The Next Frontiers of Management on Friday 27 May 2011. This intensive one-day knowledge update has been designed exclusively for alumni from all RSM programmes. It aims to explore new perspectives in management and connect theory with practice across a variety of domains including finance, strategy, human resources, marketing and supply chain management.

The closing keynote address of the day will come from RSM Distinguished Alumnus Bart Becht, CEO of Reckitt Benckiser, who has been named one of the best-performing CEOs in the world (*Harvard Business Review*

January 2010) and will discuss how to pair strategy with successful execution to build and sustain company performance. Updates and registration information can be found at www.rsm.nl/alumniday.

More information from Irene Broekmans-Versluijs in the Corporate and Alumni Relations Office iversluijs@rsm.nl



MISSED THIS YEAR'S LEADERSHIP SUMMIT?

If your interest has been piqued by reading in this issue about our recent Leadership Summit, you'll be pleased to hear we've already set the date for next year's event. Join hundreds of enthusiastic alumni in Rotterdam on Friday 7 October 2011 from

14.00 hrs for our half-day 'refresher', providing new inspiration, ideas and contacts for your career or business from our speakers; high-profile business leaders and thinkers.

For more information, keep an eye on the Alumni webpages alumni.rsm.nl or email Nicole Eshuis in the Corporate and Alumni Relations Office: neshuis@rsm.nl

REUNITE IN ROTTERDAM NEXT YEAR

Next year's Annual Alumni Reunion will coincide with the RSM Leadership Summit, which takes place on Friday 7 October 2011. A day later, on Saturday 8 October 2011 we'll be celebrating the 5, 10, 15 and 20-year graduation of FT1991, FT1996, FT2000, MBA2006, PT2001, EMBA2006, OneMBA2006, MFM2006 and EMBI1996.

More detailed information will be available soon on the alumni webpages alumni.rsm.nl.

CEMS ANNUAL EVENT HOSTED BY RSM



The CEMS Annual Events 2010 is hosted by RSM on 2nd to 4th December in Rotterdam. This year's event, made possible through the generous sponsorship of ING, Shell, Procter & Gamble, L'Oreal, Wolseley, Henkel and the Erasmus Trustfund, includes a symposium of Social Business and New Capitalism featuring Professor Muhammed Yunus. Prof. Yunus was awarded the 2006 Nobel Peace Prize, along with Grameen Bank, for 'efforts to create economic and social development from below.'

CEMS is a strategic alliance of leading

business schools and multinational companies. Its first mission is to set a global standard of excellence for pre-experience Master in Management programmes, such as the rigorous MSc in International Management-CEMS (MScIM-CEMS) offered by RSM. The dual-degree programme, which awards graduates with the RSM MScIM and the CEMS-Master in Management qualification, was rated the number 1 international management master programme in the world by the FT in 2009.

www.cemseven.com

SEEKING DIVERSE CANDIDATES? RECRUIT AT RSM.



At RSM, you'll find a vast resource of world-class talent for your organisation. Participants in our MBA and other master's degree programmes range from motivated young business people to experienced senior executives. They also represent more than 60 nationalities and have acquired a wealth of

global business and intercultural expertise well before they graduate. With educational backgrounds spanning law to engineering, and cultures ranging from Kazakh to Canadian, you'll be amazed at the diverse talent to be discovered at RSM.

Via our personalised service, we can help you find the perfect candidate for a full-time position, short-term consultancy project, or internship.

For pre-experience talent, contact:

Career Services

Tel: +31 10 408 2010 Web: www.rsm.nl/careerservices

For experienced MBA talent, contact:

MBA Career Development

Tel: + 31 10 408 2222 Web: www.rsm.nl/recruitmba

THE BUSINESS SCHOOL THAT THINKS AND LIVES IN THE FUTURE.

RSM
Erasmus
ERASMUS
UNIVERSITY

THE NEXT FRONTIERS OF MANAGEMENT



RSM ALUMNI DAY 2011

Friday 27 May | Rotterdam School of Management, Erasmus University | The Netherlands

Designed exclusively for alumni from all RSM programmes

- Discover new perspectives in management
- Connect theory with practice
- Network with alumni across diverse RSM programmes

From Strategy to Successful Execution

The closing keynote address of the day will come from RSM alumnus Bart Becht, CEO of Reckitt Benckiser, who has been named one of the best-performing CEOs in the world (*Harvard Business Review* January 2010). Mr. Becht will discuss how to pair strategy with successful execution to build and sustain company performance.

Interested? Updates and registration information can be found at:
WWW.RSM.NL/ALUMNIDAY

THE BUSINESS SCHOOL THAT THINKS AND LIVES IN THE FUTURE.