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ECONOMICS:
THE SCIENCE
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**ALUMNI
AWARDS
CELEBRATE
ACHIEVEMENTS**



**EFFECTIVE
MENTORING
FOR MBA
SUCCESS**

RSM Outlook WINTER 2011

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



ON THE ROAD TO REINVENTION

The business school that thinks
and lives in the future



RSM Alumni Day

Friday 25 May 2012

Rotterdam School of Management
Erasmus University



If you want to

- *Discover new perspectives in management*
- *Connect theory with practice*
- *Expand your professional network*

then mark the date in your diary for RSM Alumni Day 2012.

COME AND BE INSPIRED!

You will have a choice of interactive sessions covering the latest developments in management, introduced by our leading faculty members, plus a networking dinner.

Want to be kept up to date? Follow the event's development through the RSM Alumni LinkedIn group or visit the website:



www.rsm.nl/alumnionlinkedin

This event is designed exclusively for graduates of all RSM programmes.

This is what some of this year's attendees had to say:

"The RSM Alumni day was a good opportunity to 'get back to the classroom' and learn the latest management thinking from RSM faculty. I was also able to reconnect with fellow alumni and get to know the current MBA and EMBA students. It was a refreshing experience and I look forward to next year's event."

Andre Ferreira, EMBA'06 alumnus

"I'd really like to see more of this kind of event."

**Gerard Engelage,
RSM Interfacuteit programme 1980 alumnus**



www.rsm.nl/alumniday

ROTTERDAM SCHOOL OF MANAGEMENT
ERASMUS UNIVERSITY



Contents



Diederik Laman Trip, former CEO of ING Netherlands and a recipient of the RSM Distinguished Alumni Award 2011 - **p20**



In addition to understanding more about leadership, it is important to know how best to develop it in our managers, says Prof. Daan van Knippenberg - **p28**



Doug Baillie, Chief HR Officer at Unilever, makes a crucial point at the RSM Leadership Summit - **p25**



Tex Gunning, Member of the Board of Management at AkzoNobel, says that if you really want to know what leadership is all about, you should ask employees - **p32**

MAIN FEATURE LEADERSHIP

20 | Distinguished Alumni Awards

A business school is nothing without its alumni. Not only are former students global ambassadors for the school, but some, through their hard work and outstanding efforts, can also stand as sources of inspiration for us all.

25 | The road to reinvention

Business leaders steering their global corporations on 'the Road to Reinvention' after the financial crisis was the subject of the day at the 2011 RSM Leadership Summit.

28 | The science of leadership

Science can tell us a great deal about what leadership is, but far less about how to develop it in our managers. It's a gap RSM is determined to fill.

32 | Servant leadership

There is a groundswell of interest in servant leadership and the perceived benefits it can bring to organisations and the people who work within them. But what is it exactly and in what ways, particularly in these uncertain times, can it bring value?

RSM OUTLOOK
WINTER 2011

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18 | Alumni in action

In the first of what will be a regular series of articles looking at the adventures of entrepreneurial alumni, we ask the people behind start-ups StudentEvents and BiteBox just what it takes to bring a new business to life.



38 | MBA mentoring programme

Providing students with career planning advice and helping them to develop useful networks is an integral part of RSM's MBA Mentorship Programme. Now in its second year, the programme is a great success with students and mentors alike.



44 | The science of entrepreneurship

The study of entrepreneurship is a relatively new academic discipline, but one that is now coming of age.

And more...

05 | Letter from the Dean

Appointed as Dean of RSM in September, Prof. Steef van de Velde addresses the readers of *RSM Outlook* for the first time and lays down a course for the future.

08 | News from RSM

A round-up of the latest news and developments from the world of RSM.

14 | 40 years at RSM

First joining in 1971, Marijke de Kovel is RSM's longest-serving staff member. A key member of the Corporate & Alumni Relations team since 1996, she recently celebrated 40 years of service.

16 | Alumni interview

It's not often that you meet someone whose career ambition is to run a museum. However, for Chris Ronteltap, CEO of the Legermuseum, doing exactly this is not just a fantastic job, it's a dream come true.

34 | Reaching the pinnacle of success

This year, 13 MBA students at RSM chose a special elective that asked them to leave the classroom far behind. Their aim: to reach the peak of Tanzania's Mount Kilimanjaro, some 5,895 metres above sea level.

40 | An insight into the subconscious

Brain-imaging technologies have given economists and marketers a whole new set of tools with which to understand human decision-making processes. At the forefront of developments in this exciting new field is the Erasmus Centre for Neuroeconomics.

46 | Events round-up

A review of recent events and a preview of forthcoming dates you won't want to miss.



LETTER FROM THE DEAN



I am happy to seize this, my first opportunity to address RSM's 20,000-strong network of alumni since being appointed as Dean of the school in September of this year.

While RSM is a leader in management research and practice that addresses pertinent and topical issues such as sustainability and corporate social responsibility, the strategy that has been developed to take us into the top tier of business schools internationally still stands. As we approach 2012, however, the backdrop against which we operate is changing and it presents new challenges for which we have to prepare.

For example, competition from other business schools in Europe and Asia is intensifying at both the MSc and MBA level. Simultaneously, it is very likely that in the foreseeable future MSc programmes will no longer be state funded. A consequence of this is likely to be increased student expectations. After all, if students are required to pay more for their education, it is only natural that more will be expected in return.

While the education and services offered by RSM are already of the highest standards, we must prepare to meet the expectations of future students by providing programmes, teaching faculty and qualifications that continue to be highly recognised by employers. This means that we will need to focus even more on building relationships with leaders in business, society and academia if we are to continue to excel in this changing world.

I therefore want to step up the pace at which we nurture our alumni and corporate relations, while at the same time ensuring our research is a source of impactful information and education that addresses specific managerial challenges.

“ I want to step up the pace at which we nurture our alumni and corporate relations.”

Alumni are first on my list for good reason: our alumni help us to recruit new students and further the careers of our graduates. Their activities provide input for our research, and they are the threads of the network from which the fabric of our corporate relations is woven. It is the gifts, scholarships and endowments from these relationships that enable us to push ahead with innovative education and research that offers relevance to business. ▶

I want to retain our current faculty members and attract the best academics possible. Our faculties are world class in terms of their academic rigour and I want them to do more with MBA, EMBA, OneMBA, and Executive Education departments. I want to make sure we are at the forefront when it comes to the managerial and societal impact of our research. Therefore, I would also like our faculty members to engage more with senior business executives and with our alumni and corporate networks.

Additionally, I will expand our programme portfolio and strengthen our global partnerships by looking at places in the world to start an MBA or EMBA. Last, but not least, I will increase the number of courses and consultancies that our Executive Education and Organisational Development department delivers to business.

We will continue to offer our alumni an increasing range of services and events such as the recent and hugely successful RSM Leadership Summit (p24) and the ongoing series of *Journeys with Erasmus* (p47) conference and debate events. We will also make available the fruits of our research and offer high profile guests such as Tex Gunning, a member of the Board of Management and the Executive Committee of AkzoNobel, who spoke at a recent HR Networking event (p32). International alumni activities, including engagement with local chapters, will also be enhanced.



“No business school can be or stay top on its own.”

Our Advisory Board is an influential group of individuals drawn from management positions in corporate business and the public sector. Together they provide a pipeline of ideas, knowledge and advice from the broader community that serves to shape RSM's strategic agenda. Nevertheless, we can do more to build firmer relationships with business. Our MSc and MBA Career Services teams aim to provide the tools and contacts that will enable our students to start or continue their careers straight after graduation. With this in mind, we welcome contact with companies wishing to recruit. There are possibilities for more funded chairs, more specialised advisory roles for specific areas of business, and more scholarships.

To conclude – the essence of a business school is not only in its tangible assets, but, more importantly, in its intangible assets: its students, faculty members, staff, alumni and corporate relations. To repeat what I said at the MBA Alumni Reunion in October - *No business school can be or stay top on its own.*

I wish you all a happy and prosperous 2012.

Prof. Steef van de Velde

Dean

Rotterdam School of Management
Erasmus University

PROFILE

STEEF VAN DE VELDE

Steef van de Velde (1960) is a professor of Operations Management & Technology. He holds an MSc (1985) in Econometrics from Erasmus School of Economics and a PhD in Mathematics and Computer Science from Eindhoven University of Technology. His research interests lie in the area of operations excellence, service operations, and supply chain management. He has published in such journals as *Management Science*, *California Management Review*, *Operations Research*, *Mathematical Programming*, *INFORMS Journal on Computing*, *IIE Transactions*, and *Journal of Scheduling*.

It was the combination of **mathematics and economics** – both of which he enjoyed in high school – that drew him to econometrics. ‘It was known as one of the toughest programmes and I liked the challenge,’ he says.

‘My current research passion is **behavioural supply chain management**, that is, studying supply chain management dilemmas such as demand forecasting, inventory management problems and capacity planning decisions from a psychological perspective.’

Steef has been married for 22 years to Anne Marie. Daughter Robin (18) and son Steven (17) are both in high school. His ideal weekend would be three or four days long, ‘and ideally I get to play beach volleyball on Friday night, play soccer on Saturday afternoon, watch my kids play volleyball on Saturday evening, and relax on Sunday.’ he says.

He says his food preferences may be typically Dutch – or they may be typical of an academic at the top of his field heading a highly international and successful business school: ‘You can find me in any type of restaurant. I like all kinds of international cuisine,’ he says. ‘But the quality/price ratio needs to be right!’



Steef van de Velde
Dean
Rotterdam School of Management, Erasmus University

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NEWS FROM RSM

NEW EXECUTIVE MSC

A new Executive MSc in Business Services will start next year because of collaboration between RSM and Maastricht University School of Business and Economics (MU SBE), and the input of manufacturing companies including Océ, Philips and Vanderlande Industries. The programme will provide business services management education to post-graduate and post-experience students.

'This programme is very innovative in many ways,' said Professor Eric Waarts,

Dean, BSc and MSc programmes at RSM. 'First, because the subject of business services has never been developed at the Masters level. Second, because it is a first joint Master programme in the Netherlands, where RSM and UM will share the responsibility. Instead of offering the same programme at two locations, this will be a joint programme where the expertise of both RSM and UM will complement each other very well.'

WEB

www.postgraduate-maastrichtuniversity.nl



SEAPORTS THESIS GAINS RECOGNITION

Recognition for Jessica Siep's bachelor thesis *Marketing Communication Strategies for Seaports* has resulted in a scholarship enabling the BScBA2011 graduate to embark on an Executive MSc in Maritime Economics and Logistics at RSM courtesy of the €17,000 MEL Trust fund scholarship. In addition, she has been invited to join the Port of Rotterdam for an internship position.

POLICE STUDIES PROJECT REPORTS

In October, a Strategic Advisory Board for police forces heard the results of RSM's Comparative Police Studies in the EU (COMPOSITE) Project. The highest-ranked police commissioners and policy makers from 10 participating countries attended the meeting including Dutch Minister of Security and Justice, Ivo Opstelten.

Led by Gabriele Jacobs, Associate Professor in RSM's Department of Organisation and Personnel Management, the project studies similarities and differences in change management practices in the police forces of 10 European countries.

'The knowledge is not only vital to generate trust and understanding and

to facilitate co-operation, but also to stimulate sensible organisational change initiatives,' said Jacobs.

Next year the project's research will examine the external environment and its effects on the internal strengths and challenges of police forces, especially with regard to change. The focus will be knowledge sharing and developments in the IT sector.

WEB www.rsm.nl/composite



INTERNATIONAL AWARD FOR RSM RESEARCH PIONEER



Prof. Cees van Riel, a pioneer in researching corporate reputation and strategic alignment, has received the 2011 Pathfinder Award,

the highest academic honour bestowed by the Institute for Public Relations (IPR). Van Riel is Professor of Corporate Communication at RSM and vice-chairman and co-founder of the Reputation Institute.

'IPR's focus is on research that matters to practitioners, and Professor Van Riel has personified that throughout his academic career,' said IPR President and CEO Frank Ovaitt. 'This special award recognises a lifetime of work connecting academia and practitioners while founding the *Corporate Reputation Review*, and what many consider to be one of the world's best Executive Masters programmes in corporate communication.'

The presentation of the award took place at the IPR's Annual Distinguished Lecture & Awards Dinner at the Yale Club in New York, where Van Riel presented key elements of his research to the IPR Board of Trustees.

'I see this award as an acknowledgment of the growing relevance of my research with RSM and Reputation Institute colleagues, resulting in measurement instruments applied at a global scale in the area of reputation and alignment,' said Van Riel.

RSM ADVISORY BOARD GROWS



Five new members have been welcomed to RSM's Advisory Board. They are: Albert van der Touw, CEO, Siemens NV; Herman Dijkhuizen, Chairman of the Executive Team, KPMG Nederland; Marie-Christine Lombard, Chief Executive Officer at TNT Express; Lodewijk Hijmans van den Bergh, Executive Vice President & Chief Corporate Governance Counsel at Ahold, and Ruth Cairnie, Executive Vice-President Strategy & Planning at Shell.

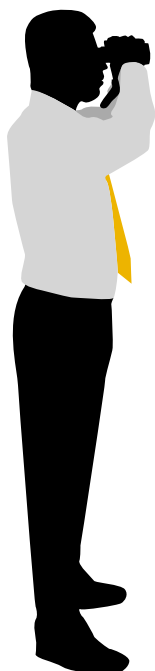
RSM's Dean, Steef van de Velde said: 'Corporate relations is increasingly important for our school if we are to reach our future ambitions. I thank the members for their continued contribution and welcome our new members.'

The Advisory Board is an influential group of around 30 individuals from management positions in corporate industry, NGOs and the political arena. Together they provide a pipeline of ideas, knowledge and advice from the broader community that serves to shape RSM's strategic agendas.

RSM also welcomed four new Honorary Advisors to the Dean: Kimberley Ross, CFO Avon Cosmetics; Helmut Rupsch, Head of German operations for Fuji Photo Film (Europe) GmbH; Mike Sharrock, Partnership Director, London 2012 at BP; and Ruth Markland, Board Member of Standard Chartered PLC.

NEW PROGRAMME ON PROBLEM SOLVING

A new two-day programme developed by RSM's Department of Executive Education and Organisational Development (EEOD), takes its lead from the problem-solving strategies of top management consultants. The course introduces techniques to boost effectiveness in finding solutions to complex and strategic business problems. The interactive programme with case-based lectures, exercises and small-group problem-solving workshops is designed so participants can apply what they learn to a personal business project. Participants can look forward to increasing confidence and skills for dealing with business problems and developing critical appreciation of their uses, limitations and common pitfalls. **WEB** www.rsm.nl/open



I WILL COMPETITION SEEKS FORWARD THINKERS

Business ideas demonstrating willpower, ambition and a desire to be active in creating change are sought by RSM as part of its forward-thinking I WILL movement. The best idea could win up to €15,000 of funding in the I WILL Award competition.

The competition is open to everyone from the RSM community including students, employees, teachers and alumni.

The judges can grant funding to an individual or team presenting a new or existing idea that shows willpower, has the potential to provide inspiration for the rest of the world, and can make a tangible impact in a society or community.

Mountaineer Rebecca Stephens, the first British woman to successfully conquer the world's Seven Summits and a professional leadership

and team coach, launched the I WILL Award during the STAR Management Week in October.

'The school wants to celebrate outstanding contributions and achievements, because excellence is our ultimate goal,' said RSM's Dean, Steef van de Velde.

The online application form and rules can be found on the I WILL website and its Facebook page. Judges will be looking for business plans based on the values of I WILL and RSM: compassion, teamwork, innovation, pro-activity, professionalism, idealism, ambition, sustainability, critical thinking and spirit. Entrants must prepare a written proposal of their idea, including project and communication plans, with actions for every step. The closing date for the competition is 31 January 2012.

WEB www.iwillrsm.nl

**I WILL INSPIRE LEADERSHIP
THROUGH ACTIONS AND
RESULTS**

Assem Memon, Canadian / Egyptian, Student, MBA

RSM MBA STUDENT WINS MAJOR ACCOLADE

Alex Dalley, Full-time MBA 2012 student at RSM, received the prestigious 'Independent/Association of MBAs Student of the Year Award' at a gala dinner in London. The annual accolade recognises MBA candidates with exceptional achievements, inspirational leadership and ambassadorial power. Students are nominated by business schools worldwide.

He was selected because of his awareness of business opportunities in

sourcing sustainable, ethically produced food from small farmers in developing economies to meet growing consumer demand in Europe and North America.

Alex firmly believes that business school graduates can play a crucial role in helping global companies to develop mutually advantageous networks with rural farming communities. His eagerness to use his MBA skills to facilitate such networks made him stand out amongst this year's nominees. 'The value of an

MBA education is well known to investment bankers and strategic consulting firms, but the education and the skills that you develop studying management are of much broader relevance than that,' he says.

Alex is also president of RSM's MBA Student Association and sees the award as validation of his education at RSM. Currently he is working towards securing a position in a global company in the agricultural product supply chain.

MBA COUNCIL APPOINTMENT FOR SASKIA TREURNIET



Saskia Treurniet, Director of the Global Executive OneMBA programme at RSM, has been elected to the Executive MBA Council Board of Trustees. The board sets council goals and charts the strategies for council initiatives. Saskia officially assumed her role as board member during the EMBAC conference 2011 in Florida. 'I feel honoured and really look forward to serving the EMBA Council and to working with outstanding colleagues from all over the world,' said Saskia.

BSC BA/BEDRIJFSKUNDE GRADUATION CEREMONY



The Dutch-language BSc Business Administration/Bedrijfskunde 2011 graduation ceremony was held in Rotterdam's Nieuwe Luxor Theater. All 288 of those completing the three-year programme originate from the Netherlands or the former Dutch Antilles.

RSM Dean, Prof. Steef van de Velde, gave the welcome and Chairman of the Examination Board, Prof. TW Hardjono, presented degree certificates. New graduates Marlijn Leterma and Bram Grijzen presented a warm photographic review of events that took place during the three-year programme.

The audience raised a total of €3,660 for the Giovanni van Bronckhorst Foundation, a charity established by the high-profile Feyenoord footballer to enhance children's knowledge and skills, and to help those with educational disadvantages.

STUDENT CONSULTANTS FOR HIRE

You can hire a team of talented international MSc students to work on one of your business or management problems for a small fee and for the duration of around four months. Working under the supervision of RSM faculty and a company coach, multi-cultural student teams can bring different perspectives, skills and synergies to consultancy-style projects that bring real value to organisations looking for a fresh view.

Projects, which start in February and September, typically address marketing issues, but can also focus on HR and finance matters. RSM Career Services will use their expertise to find the best match for both the student teams and companies.

For more information, contact the Career Services team and ask about the International Business Projects.

EMAIL careerservices@rsm.nl.

SYMPOSIUM DISCUSSES SUB SAHARAN AFRICA

The challenges posed by the international economic and business relations of Sub-Saharan Africa and its emerging partners were discussed in a symposium organised by the Erasmus Centre for Emerging Markets (ECEM) and the International Institute of Social Studies (IISS) in November. Bert Helmsing, Professor of



Local and Regional Development at ISS and Suzana Rodrigues, Professor of International Business and Organisation at RSM moderated the symposium panel, which included representatives from the United Nations Economic Commission for Africa (UNECA), African Development Bank and the OECD.

GENERAL MANAGEMENT IN 16 MONTHS

Students from a non-business bachelor background seeking a general overview of business at master's level will now find RSM's MScBA General Management programme a better value proposition. From September 2012, the foundation year and the master's degree year will integrate into one 16-month programme instead of the present two-year composite programme.

Previously, students on the programme studied various aspects of business administration for the first year, followed by a specialised MSc for the second year. 'Now we no longer force students to specialise,' said Executive Director MSc Programmes Anne van de Graaf. 'They spend a year covering all major fields in business administration, much like before, and a semester writing a master thesis. They still specialise, but to a lesser extent in their choice of thesis area and extra seminars.' For more information on RSM's Masters programmes visit: [WEB www.rsm.nl/master](http://www.rsm.nl/master)

INAUGURAL ADDRESS PROFESSOR ERIK PEEK



Entitled *The Value of Accounting*, Erik Peek, the new Duff & Phelps Professor of Business Analysis and Valuation at RSM gave his inaugural address in October.

Erik Peek received his doctorate from VU University Amsterdam in 2001 and became a Chartered Financial Analyst in 2002. He was Associate Professor at Maastricht University and a visiting Associate Professor at the Wharton School, University of Pennsylvania.

His research projects include financial analysis, accounting and valuation, earnings forecasting, and international financial accounting.

He is co-author of the textbook *Business Analysis and Valuation: IFRS Edition* and has published in journals such as *Contemporary Accounting Research*, *Journal of Business Finance & Accounting*, *Journal of International Accounting Research*, and *European Accounting Review*.

RSM RESEARCH PAPER IN WORLD TOP 50



An article co-authored by one of RSM's researchers has been selected as one of the top 50 research papers with proven impact since its publication in the world's top 300 management publications. RSM's Assistant Professor Management of Innovation and ERIM member Koen Dittrich, and Eindhoven University of Technology and Tilburg University Professor of

Entrepreneurship Geert Duysters wrote *Networking as a means to strategy change: the case of open innovation in mobile telephony*, which was published in the *Journal of Product Innovation Management* in 2007.

Dittrich and Duysters were presented with a prestigious Emerald Citations of Excellence Award during a ceremony at the Academy

of Management in San Antonio, Texas. The Emerald Management Reviews is a vast database of over a quarter of a million article abstracts selected by an independent accreditation board of industry experts. Every year, it rewards authors of exceptional papers. All 50 award-winning management articles can be found at

[WEB www.emeraldinsight.com](http://www.emeraldinsight.com)



SUSTAINABLE INNOVATION GRANT

An RSM team received a €500,000 grant in October, to fund a two-year sustainability research project. The project team (Prof. Jan van den Ende, Prof. Gail Whiteman, Daan Stam and Serge Rijdsijk) will work with 11 companies including DSM, IBM, Philips, FrieslandCampina, InterfaceFLOR, and Eastman Chemical Company to focus on the transfer of sustainability strategies in firms towards innovation.

The project, *Sustainable innovation: How to translate sustainability strategies into successful innovation?* is aimed at companies leading the field in sustainable innovation, and those with a sustainability strategy, but who have yet to implement innovations. The objective is to investigate which processes are most appropriate for innovations that deliver commercial and sustainability success. First results are expected mid-2012, and the final results by the end of 2013.



MBA REUNION MAKES CONNECTIONS

This year's RSM's MBA Reunion event allowed more than 100 alumni who have progressed to become global business professionals to reconnect with their peers. The MBA Reunion followed the highly successful RSM Leadership Summit in Rotterdam the previous day. Graduating classes back on campus from the 1991, 1996, 2001 and 2006 Full-time, Executive, OneMBA and Master in Financial Management programmes were welcomed to their five-yearly reunion by RSM's Director of Corporate & Alumni Relations, Connie Tai.

Participants enjoyed an official reunion in the morning, followed by an afternoon of relaxed networking with fellow graduates and a Spido Boat tour around Rotterdam on the Maas River. The day concluded with drinks and dinner at Grand Café Prachtig.

I WILL BRING DIPLOMACY
TO BUSINESS

Kevin Huyzen, Dutch, Student,
MSc Global Business & Stakeholder Management

IDENTIFYING HERD BEHAVIOUR

The 'herd instinct' to conform is a well-established fact in humans. However, what if the brain mechanism that triggers an automatic 'error' signal could be suspended? Without this involuntary correction to the behaviour mechanism, would we think and behave differently? And just how hard is it for us to reach truly independent opinions?

A ground-breaking experimental study - *Downregulation of the Posterior Medial Frontal Cortex Prevents Social Conformity* - has confirmed the neurobiological mechanism in the

brain that controls our instinct to conform. The findings, from a team of researchers from the Erasmus Centre for Neuroeconomics at RSM, the Donders Institute for Brain, Cognition and Behaviour at Radboud University, Nijmegen, and the University of Basel, are published in the *Journal of Neuroscience*.

'This study thus provides real evidence of the specific neurobiological mechanism that lies behind social conformity,' says Ale Smidts, Professor of Marketing Research at RSM and one of the study's co-authors.





RSM PROFESSORS CONTRIBUTE TO WORLD RANKINGS

RSM Professors Henk Volberda and Frans Van den Bosch have gathered data for the World Economic Forum (WEF) annual ranking of 142 countries by innovation and competitiveness. This year's report shows the Netherlands has climbed to seventh place; Dutch government policy aims to put it in the top five within the next few years.

Professor Volberda states: 'The indicators clearly show the Netherlands is gradually shifting towards becoming a top class knowledge economy.' The strong competitiveness of the Dutch economy is, according to Volberda, a reflection of its real economy and gives great confidence in future growth. The full report can be found at www.weforum.org/reports

BRASS BAND HERALDS IN NEW GRADUATES

The Unicum brass band serenaded 200 new graduates from the BSc in International Business Administration at RSM in front of an audience of 1,200 family and friends from all over the world. Chairman of the IBA programme and Professor of Cross-cultural Management, Slawomir Magala also hit the right note with a cheerful speech to introduce the afternoon's events.

Graduates heard inspiring experiences of 'life after IBA' from alumnus Joost Nauta, who now runs his own successful company - Fashiolista.com. Two new BScIBA 2011 graduates, Mark de Vries Araujo and Ilona Jankovits, shared their experiences of the IBA programme. A two-minute animation about the IBA programme made by EUR alumni from Funk-e Branding followed.

Adri Meijdam, Executive Director of the BScIBA, announced the launch of the IBA Scholarship fund to support talented students from outside the European Economic Area. The first donations to the fund came from those in attendance and an impressive €1,685 was raised.

MSCBA SPECIALISATIONS BECOME STAND-ALONE DEGREES

Following on from the examples set by MScBA Finance and Investments and MScBA Supply Change Management, which both became stand-alone programmes last year, degree titles at RSM now describe exactly what the graduate has studied.

The new MSc titles are: MSc in Global Business and Society Management (GBSM); MSc in Marketing Management (MM); Strategic Management (SM); Human Resources Management (HRM); Business Information Management (BIM); Entrepreneurship and New Business Venturing (Eship); Chinese Economy and Business (ChEB), Management of Innovation (MI) and Organisational Change and Consulting (OCC).

From September 2011, most former specialisations are now stand-alone degrees. 'This will increase their visibility, allow them to develop further, and provide students with a degree title that mentions what they have actually done,' says Executive Director MSc Programmes Anne van de Graaf.

€5 MILLION FOR ROTTERDAM ENTREPRENEURS

A consortium of educational institutions in Rotterdam, the municipality, and the private sector have benefited from a €5 million fund from the Dutch government to promote and stimulate entrepreneurship and co-operation between science and industry.

Thanks to the grant, entrepreneurs and students in Rotterdam will be better able to



turn scientific research into commercial or social successes – an increasingly important process called *valorisation*.

The consortium, led by Erasmus University Rotterdam, includes Hogeschool Rotterdam, Inholland and the Rotterdam Ondernemers Academie, the City of Rotterdam and the Rotterdam business community.

CELEBRATING 40 YEARS AT RSM



Marijke de Kovel is RSM's longest-serving staff member, first joining in 1971. A key member of the Corporate & Alumni Relations team since 1996, she recently celebrated 40 years of service. **Text** Tim Skelton

Surprisingly, Marijke says her role hasn't changed much - in terms of organising events and maintaining the alumni database. But communications certainly have. 'In 1996, we had 3,000 alumni, and everything was in Dutch. This was when the faculty website launched. Up until that point communications were by post and mailings meant envelopes being filled and labelled by students. My first move was adding e-mail addresses to the database!

Marijke remembers her earliest days fondly, when RSM's forerunner IIB was in its infancy. 'We were based in a villa in Rotterdam, but the library and cafeteria were down the road, and lectures were in a former school. We moved to Delft in 1973, before relocating to EUR in 1984. From those small beginnings, RSM became today's internationally renowned business school,' she says.

She describes being the first Exchange Programme Coordinator (1981-1994) as her most interesting challenge. 'In the

“ Marijke plays an important role in the internationalisation of the school. She has incredible knowledge of the alumni and is a great resource.”

Connie Tai, Director, Corporate & Alumni Relations

'Although I was the first employee to have Alumni Relations as their main assignment, it wasn't a full time role,' she continues. 'Today RSM has 21,000 alumni in 100 countries, and we have six staff, and student assistants. And we're all busy!'

early 80s academia here was thoroughly Dutch, with no information in English. All our materials were developed from scratch. But it was a joy working with everyone, and gratifying to see exchange students having good experiences. That never bores me. I've been privileged

to work with some really fine people.’

Indeed, the number of people toasting Marijke at her anniversary reception bears testament to the lasting impressions she makes. Maarten Wilton worked with Marijke on the Faculty Council in the early 1980s, whilst still a student. ‘She was the “better half” of Management,’ he says. ‘She knows everyone and everyone knows her! And she kept a copy of the alumni database in her head.’

Emeritus Professor Jaap de Smit worked with Marijke in the early days of the Student Exchange Programme. ‘She was the driving force behind the initial

international exchange set-up. She was extremely good at arranging relationships with other exchange partners,’ he says.

‘Marijke plays an important role in internationalising the school,’ her current manager Connie Tai adds. ‘She has contributed a lot to its growth. She has incredible knowledge of the alumni and is a great resource.’

RSM’s Dean, Steef van de Velde, also pays tribute: ‘Marijke’s 40 years of dedication and commitment is unique in the school’s history,’ he says. ‘I congratulate her and offer heartfelt thanks for everything she has achieved and the loyalty she has shown.’ ■



iwill.rsm.nl

I WILL RELAUNCH ARTISANSHIP IN THE WORLD MARKET

Edoardo Arioti, Italian
Student, BSc International Business Administration
Rotterdam School of Management, Erasmus University



MAKING THE DREAM

It's not often that you meet someone whose career ambition is to run a museum. For Chris Ronteltap however, doing exactly this offers not only a fantastic job, but also a once-in-a-lifetime experience. **Text** Russell Gilbert

Two things strike me in the first few minutes of meeting the person I am to interview for this article. The first is that for a man with a baritone voice, he is remarkably soft-spoken. Second, I'm surprised when told he is 59 years old, for he looks a good number of years younger.

He is also a man who had a dream nearly 20 years ago and took it upon himself to make it a reality. That dream was to be in charge of a museum. He succeeded. Meet Chris Ronteltap, Chief Executive Officer of the Legermuseum (Dutch Army Museum) in Delft and RSM alumnus (Part-time Opleiding Bedrijfskunde, Class of 1997).

'I like museums very much and always have done,' he says. 'For 10 years, and as part of my duties with the Ministry of Education, Culture and Science, I was responsible for the Museum of Dutch Literature. As a senior policy officer, I had a fantastic job which brought me into contact with interesting organisations and people every day. I thought that to be in charge of this museum would surely be the best job in the world.'

This is where the dream started. A colleague tipped him off about the soon-to-be-vacant senior position at the Legermuseum and, not wishing to let such an opportunity pass him by, Chris applied. 'Better die trying than not try at all,' he says. That was three years ago.

So how is the dream playing out, I ask. 'It is absolutely fantastic,' he enthuses.

'It's a once-in-a-lifetime experience. There are challenges at every turn and it's impossible to solve all of them by yourself. It's about working in a team and aiming for the point on the horizon that marks your destination and the resolving of a challenge. This is what I like.'

The Legermuseum, which celebrates its centenary in 2013, has its foundations in a collection assembled by Frederic Adolphe Hoefer, an army general. Its original home was Doorwerth Castle,



“ Studying at RSM stimulated me to think for myself and to define my own way of dealing with the world...”

Chris Ronteltap, CEO, Legermuseum

near Oosterbeek, which Hoefer bought specifically to display the collection for the public.

The collection extends from the days of the Roman Empire right up to the 21st Century, and has grown substantially. Of particular significance is the Visser Collection, which comprises around 700 items and includes exceptional examples of weaponry from the mediaeval age up to the 18th Century, many of which were made in the Netherlands.

Because of this growth, the museum

had to move to Leiden for a time. In 1984, it moved again, this time to its current location in the Delft Armamentarium, an armoury with a history stretching back to 1602.

Another move is to take place however, this time because of a planned merger between the Legermuseum and the Militaire Luchtvaart Museum (Air Force museum) in Soesterberg. A number of factors are behind the move, with limited space being just one of them. 'The museum's collection consists of more

A REALITY



Flintlock pistols with ivory stock.
Made by Jacob Kusters, Maastricht,
1665-1670. (Visser Collection)

than 150,000 objects and over 250,000 books. However, we have just four per cent of it on display. The purpose-built museum will allow us to change displays more frequently and make much more of the collection available to the public. Additionally, we will be able to accommodate 200,000 visitors a year,' he says.

A further advantage is that the open airfields of Soesterberg will enable ambitious outdoor activities to take place involving such things as tanks and horses, for example, thus adding a whole new dimension to the visitor experience.

Management philosophy

I ask how he will tackle such a large-scale project from a management perspective. 'I am very much in favour of a servant leadership approach to management,'

he says. 'In fact, I firmly believe that the Netherlands as a whole could benefit if its leaders were to adopt this approach.'

Chris recently met Servant Leadership 'evangelist', AkzoNobel board member Tex Gunning, and found him very inspiring: 'One particular point Gunning made, I found very profound: he said that when you are CEO and have to make an important decision, it is better to have a photo of your children or grandchildren on your desk rather than the latest stock market performance charts.

'Gunning's point was that the impact of your actions on future generations should always be at the forefront of your mind rather than short-term gains for your organisation or yourself. I strongly identified with this in the same way that I consider the 3P's – people, planet and profits – are crucial factors when making any decision.'

Ronteltap also believes that it is the duty of every leader to help employees as much as possible; to inspire and imbue them with the passion to do what they do to the best of their abilities. 'Without that passion for the job, why bother doing it at all?' he reflects.

A helicopter view

Looking back at his time at RSM, Chris is emphatic about the effect it had on him: 'I have to say that it changed my life. It taught me to have an overview and to look at problems and situations from different perspectives, and to develop a "helicopter view". Studying at RSM also stimulated me to think for myself and to define my own way of dealing with the world, which was something I needed at that point in my life.'

So how did he cope with the demands of what was a very intensive course? 'It was a lot of hard work,' he freely admits. 'We have two children who, like all kids, needed a lot of attention. My wife did a wonderful job in relieving pressure by taking on my responsibilities at home. I am eternally grateful for the support she gave.'

In return, Chris explains that his wife made just one stipulation: 'She insisted that we went out together every Saturday night for dancing lessons. In making this a condition, she ensured that there was always one evening a week when we could spend some time together and have a social life.'

Does he still dance? 'No,' he laughs, 'although I was really grateful for the opportunity to spend time with my wife, I am definitely not a dancer!' ■

WEB www.legermuseum.nl

ENTERPRISING ALUMNI...

RSM has always sought to foster a culture of entrepreneurship where the creative and innovative ideas of its students can become more than just dreams. In the first of what will be a regular series of articles, we ask the alumni behind start-ups StudentEvents and BiteBox just what it takes to bring a new business to life. **Text** Tim Skelton

StudentEvents

Israeli graduate Jonathan Friedman (BSc IBA and MSc Finance & Investments) is co-founder of StudentEvents.com, a website listing student events worldwide. 'RSM provided many opportunities,' he says. 'The lectures gave an understanding and connected the dots. But visiting companies and realising how student associations work was inspirational. It gave me confidence to create a service for students - I felt that "if I build it, they will come".'

Jonathan got his first internship at Goldman Sachs in London, after seeing an event advertised at RSM. 'I thought I'd go for a free dinner and visit my uncle! I had little idea about investment banking. Only with hindsight did I realise how lucky I was. Since then I've participated in other events across Europe. When friends asked me how I found them, I saw the potential for a business.'



“ I decided to create a website for all student events and knew an investor to pitch the idea to. In five minutes, he said yes.” Jonathan Friedman, StudentEvents



The idea became reality after another internship in Sweden. 'It was the best summer - my fellow interns were bright and Stockholm was beautiful. I decided to create a website for all student events, and knew an investor to pitch the idea to. In five minutes he said yes. I worked on StudentEvents as a student, and went full time after graduating.'

Jonathan's entrepreneurship ambitions evolved at an early age. 'At 14 I

wanted some extra cash. A friend and I bought Coke cans, cooled them, and sold them outside my house. We made so much money - for our age - we went back every day all summer.'

He started another business after leaving the army. 'I'd lived in the Netherlands as a child and loved *poffertjes*. I wanted to bring them to Israel, so bought some pans and we started selling them at festivals. We secured a stand at the Independence Day celebrations, thinking we'd make lots of money. But due to various mistakes we made €20 each. That's when I knew I had to study business.'

Starting up StudentEvents.com was still tough. 'There was no system, no best practice, and no one to guide me. But I wanted to make it simple to use, and that concept still leads us.'

Positive feedback also helps. 'We received an email from an Indian student who entered a competition he'd found on



The BiteBox team: Philipp and Max Festge, Mari Enzensberger and Marc Dassler.

our site. He was a semi-finalist. Knowing we'd touched someone on the other side of the world felt amazing - he's now one of our ambassadors and we're signing a deal with the competition organisers.'

Jonathan has wider ambitions for the future: 'I'd love to do something with a high-calibre team in Silicon Valley. And coming from Israel, I'd like something there.' But he also remains realistic. 'You just need to celebrate the small wins and keep the momentum going,' he says.

BiteBox.com

In Germany, three recent participants in an MBA Innovation Management elective - Mari Enzensberger, Philipp Festge, and Marc Dassler - together with a fourth friend, Max Festge - founded BiteBox.com: a web start-up selling healthy snacks.

'RSM brings together creative minds from around the globe and allows you to discuss, share and develop ideas and models,' Mari explains. 'It not only sharpened our skills, but gave us the confidence to take the bull by the horns. Sometimes you need a little encouragement to put ideas into action.'

The idea behind BiteBox came from the UK, Mari says, where health-based

"snacking by post" began. 'We thought it was a concept that was missing in Germany and elsewhere. We wanted a business that added to people's lifestyle, and with BiteBox we found something we were all passionate about.' It became reality shortly after they completed the MBA in 2010.

They fleshed out the idea by discussing it with friends, colleagues, investors, and pilot-customers. 'Feedback and suggestions helped us to work in the right direction,' Mari explains. 'Our commitment to each other as a team has also helped us. When things don't go your way, doubts creep in and the pressure builds. However, when everything goes smoothly you could embrace the world. Even after a year we are still excited tackling new challenges every day.'

The team did encounter one early hurdle. 'We thought it was "game over" when our UK competitor told us they had launched international patents,' Mari says. 'Suddenly we didn't know whether we could launch or not. Were seven months of work all for nothing? In the end it turned out well, but it was a shock.'

A better moment was finding investors who believed in them. 'From



that point on we knew BiteBox would come to life. Every time a customer says they love our snacks, it gives us a huge boost.'

BiteBox's biggest challenge lies in building sales. 'Nowadays, customer needs are fragmented and change fast,' Mari says. 'Getting it right is tough. Because we are the first to bring this business model to Germany, the goal is to enter the market fast and gain an advantage. Our ambition is to make BiteBox a loved lifestyle brand and turn it into a profitable business. But we've also developed a passion for giving birth to new companies, so who knows? Maybe there will be a second or third!' ■

WEB www.StudentEvents.com

WEB www.BiteBox.com

DISTINGUISHED ALUMNI AWARDS

A business school is nothing without its alumni. Not only are former students global ambassadors for the school, but some, through their hard work and outstanding efforts, can also stand as sources of inspiration for us all.

Text Alice Ramsay

RSM's network of 20,000 alumni strive to achieve outstanding results for business and society around the world. It is exactly with this in mind that the Distinguished Alumni Awards recognise exceptional RSM alumni who exemplify the school's core leadership values of openness, flexibility and acceptance of diversity. With the help of suggestions from alumni, students, faculty and friends, RSM

The awards

Meiny Prins, Part-time Bedrijfskunde class of 2000 and CEO of Priva BV has achieved significant advances in climate control and how to sustainably handle the world's food and water resources.

Sukhbir Jasuja (MBA1998) CEO of ITpreneurs, is developing award-winning IT learning and knowledge solutions to improve business and people's lives.

Former ING Netherlands Chairman Diederik Laman Trip, (Doctorandus Postkandidaats 1970) is giving his time and expertise to numerous supervisory, administrative and advisory positions, including in microcredit and culture.

Johan H. Andresen Jr (MBA 1993), owner and CEO of Ferd Norway, has recently launched a successful new model for helping social entrepreneurs build organisations and develop innovative solutions for social problems in society at large. Profiles of each winner are presented on the following pages.

“Many of the skills I have were developed at RSM. I use them every day of my life.” Sukhbir Jasuja, MBA 1998 and CEO, ITpreneurs

selects a number of outstanding men and women who currently hold executive positions in private, public and non-profit organisations worldwide to receive the school's highest honour.

Meiny Prins

**Part-time Bedrijfskunde class of 2000,
CEO of Priva BV.**

Devoting herself to promoting business sustainability and the international development of greenhouse horticulture, Meiny is a sought-after authority in her field and is considered a leading voice on sustainability issues by the Dutch government.

Her clear, inspirational message on sustainability bridges the divide between companies, governments and private sectors. The family-owned business of which she has been general

manager since 2007, Priva BV is a world leader in climate control hardware, software and services for horticulture and buildings. In 2009, the company received the first Cleantech Star to be awarded by the World Wildlife Fund, and Meiny was recognised as the Veuve Cliquot Business Woman of the Year.

'You are a successful and progressive business-woman; you challenge trade, industry and government to join forces for a

sustainable business future', said Dean Steef van de Velde on presenting her award.

Meiny directly implemented the results of her thesis – on the cultural structural barriers according to innovation in a family-owned company – to her own business. This gave her 'a feel for what was happening in the company for the first time in my life,' she said.

Meiny's work is a shining example of how business excellence can make a positive impact on society and future generations. In her own words, 'sustainability is not only a label, it's our existence'.



Diederik Laman Trip
(Doctorandus Postkandidaats 1970)
Former CEO of ING Netherlands

Diederik Laman Trip is the former CEO of ING Netherlands where he spent 26 years of his career before “retiring” in 2004.

His prestigious career achievements include being on the Board of Nationale-Nederlanden, Chairman of Postbank and RVS, and appointment to the Executive Committee of ING Europe in 2000.

He is now active in sharing the benefits of his experience and expertise in many capacities including as Chairman of the Advisory Council Micro-credieten for the Ministry of Economic Affairs in the Netherlands, Chair of the Supervisory Board of the Royal Dutch Touring Club ANWB, Member of the Board of Trustees of

ABN AMRO, and as an executive coach.

Diederik captivated the Leadership Summit audience as he told them his secret to building a successful career and personal life and which entailed creating a metaphorical table supported by three legs: family, career and contribution to society.

He is now dedicating himself to the third aspect. This will see him returning to RSM to lecture and give inspiration about social business.

‘Social business is the balance between financial profits and contribution to society. That balance is shifting,’ he said.

‘I want you to feel that balance and contribute to society with your energy, brains and self-confidence and understand that economy is not a purpose in itself but a means to improve society. I’m coming back and I’m going to spend time with you,’ he announced to a delighted and enthused crowd.

A portrait of Johan H. Andresen Jr, a middle-aged man with short, light brown hair, wearing a dark blue suit, white shirt, and patterned tie. He is sitting with his hands clasped in front of him, looking directly at the camera with a slight smile. The background is a blurred office setting with a window and some equipment.

Johan H. Andresen Jr

(MBA 1993) CEO of Ferd Norway

In his speech, Dean Steef van de Velde said that Andresen Jr, 'clearly has a vision of doing well instead of merely doing good, and has for a long time been taking a stakeholder approach rather than a shareholder approach.'

Johan is the owner and CEO of investment conglomerate Ferd Norway, a family owned group with industrial

activities in a broad range of asset classes. Under Johan's leadership, Ferd has established firm values that play an important role in realising the company's business vision.

'Our vision is that we should create enduring value and leave a lasting footprint. To do this we are putting not only money, but also time, where our proverbial mouth is,' he explained.

On announcing Andresen's award, Dean van de Velde said: 'He has previously been a valued member of our Advisory Board, and was one of the first donors to the RSM Annual Fund. In fact, over the past two years he has been our keenest supporter, for which we are hugely grateful. He is also a big supporter of social entrepreneurship.'

Unable to attend the proceedings in person, Mr Andresen received his award at an alumni dinner hosted at his family residence in Norway.



Sukhbir Jasuja
(MBA 1998) CEO of ITPreneurs

Sukhbir launched his successful IT company whilst completing his MBA studies at RSM. ITPreneurs has grown considerably and now has over 100 employees. It has trained thousands of IT professionals to adopt frameworks for managing IT and IT service management.

ITpreneurs also develops learning products: 'to help the weaker segments of society integrate better into their work

and their personal lives – and help improve their lives'.

The company has been nominated several times for 'Most Innovative Product of the Year' awards, and has also received recognition for building sustainable IT management solutions among participating companies in the *Deloitte Technology Fast 50*.

'RSM has become a significant part of my life,' said

Sukhbir on receiving his award. 'Many of the skills I have were developed at RSM. I use them every day of my life.'

In particular, Sukhbir attributes his success at working across cultures to his time at RSM. He said that RSM's international vision is something that stays with alumni 'all our lives'.

Sukhbir was among RSM's top recruiters in 2007 and 2008. He is a regular guest speaker for several MBA programmes at RSM, where his personal example of entrepreneurship continues to stimulate and inspire students.

“ The business case for sustainability is very strong. Customers want sustainability; it helps grow markets, and it saves money.”

Doug Baillie, Chief HR Officer, Unilever



THE ROAD TO REINVENTION

Business leaders steering their global corporations on ‘the Road to Reinvention’ after the financial crisis was the subject of the day at the 2011 RSM Leadership Summit. **Text** [Justine Whittern](#) and [Alice Ramsay](#)

Record numbers from RSM’s alumni network and the wider business community packed into the Beurs World Trade Center in Rotterdam for the event, during which four senior decision-makers from multinational organisations and two top academics shared their insights on business transformations after financial crises, mergers, expansions and the launches of major new projects.

Masters of the supply chain

Quizzed by RSM’s Dean, Prof. Steef van de Velde, the Chief Information Officer of Airbus,

Guus Dekkers, explained that the modern-day company was formed only 11 years ago. For 30 years prior, it had been a corporation made up of other players with various processes and ways of working. This had presented a major challenge, said Dekkers. The long lifecycle of commercial aircraft and the ‘spaghetti’ of 600 technical processes across several countries required a re-think of methods, supplier relationships and IT design, the complexity of which Dekkers demonstrated by assembling a large model aircraft on stage.

Dekkers went on to discuss the company’s assembly operations, which are spread ▶

across Hungary, France, Germany and the UK. The company focuses on core design and manufacturing processes, in much the same way as the automotive industry. Its large numbers of component suppliers are subject to very tough and very rigid quality standards. Said Dekkers: 'They respect our rules. We are masters of our supply chain.'

As for the economic downturn? Dekkers said Airbus had managed exceptionally well. It continued to have plenty of orders from customers in good financial health, although it needed to keep ahead of anticipated competition from the first Chinese commercial aircraft, expected by the end of this decade.

The new normal

Also speaking at the event was Doug Baillie, Chief HR Officer (pictured overleaf) for global corporation Unilever. Mr Baillie described how the company continues to launch new brands into new markets, the key objective of which is to double business whilst halving its environmental impact.

Describing the current focus on sustainability and the global shift towards the east as "the new normal", he said that: 'Sustainability fuels innovation: the business case for sustainability is very strong. Customers want sustainability; it helps grow markets, and it saves money.' Engineering centres of excellence would shift eastwards to India and China, he said, where half a million young people are graduating every year.

Mr Baillie also elucidated on Unilever's adoption of the community principles of *Ubuntu* – a humanist philosophy originating from Africa. A long-term outlook was needed, he believed, in which businesses collaborate and thus act beyond the capacity of any single company alone.

Instead of waiting for governments to act, he said, companies should face their responsibilities with a transparency suitable for the digital age in which it is difficult to hide: 'We need leadership from a new generation. Young people need to be involved because they understand the forces of change,' he concluded.



Raoul van Engelshoven, Managing Director of IBM Netherlands.



Guus Dekkers, Chief Information Officer of Airbus (left) and the Dean of RSM, Steef van de Velde.



Søren Hansen, Vice President of IKEA Group, and Abe de Jong, RSM Professor of Corporate Finance and Corporate Governance.



Small steps and shared values

The stage had a change of furniture for the presentation from Søren Hansen, Vice President of the IKEA Group, the organisation that encompasses IKEA operations around the globe. During his presentation, Mr Hansen discussed the ‘small steps to on-going success’ together with Abe de Jong, RSM’s Professor of Corporate Finance and Corporate Governance.

IKEA’s small steps began in Almhult in 1943. A small village in Sweden’s southern peninsula with a down-to-earth, thrifty attitude, Almhult became core to IKEA’s ethos. International expansion however, was planned from the outset: the second IKEA store to be opened was outside of Sweden, and the company founded by Ingvar Kamprad now operates in 26 countries, clearing US\$23 billion in 2010.

Mr Hansen outlined some of the key steps to IKEA’s success. A family-run firm, Kamprad’s early succession planning (begun in the 1970s) was to ensure the IKEA family stuck together. A Dutch foundation became part of the plan to support IKEA in the long term, at the same time as the company began undertaking philanthropic activities.

“When everything seems cosy, this is when you need to worry the most.” Søren Hansen, Vice President, IKEA Group

On his personal leadership style, Mr Hansen stated: ‘I like to be with people.’ He prefers to talk rather than email, he said, and to listen rather than talk. He strongly believes in the importance of shared values. ‘The starting point is trust,’ he said. ‘You can change your mind (about a person), but this is where you start.’

Hansen concluded by showing a piece of art of his own creation. The painting depicts

a man fishing on the back of a fierce-looking whale poised to take his bait. ‘When everything seems cosy, this is when you need to worry the most,’ he said, a phrase that keeps IKEA’s eyes on the big picture and alert to looming challenges.

Success in the transformation era

On being invited to speak, Raoul van Engelshoven, Managing Director of IBM Netherlands, literally leapt to the stage with an energetic ‘absolutely!’ before discussing his thoughts on ‘Business leadership in the transformation era’.

‘IBM is 100 years young,’ said Engelshoven as he retraced the company’s century of innovation and re-invention. IBM started by producing cheese slices and weighing scales, before moving into the production of hardware and software. Engelshoven shared three key lessons from IBM’s history: adapting to changes in the world economy, technological change, and retaining the essence of the organisation.

He recited the words of Tom Watson, Jr, IBM’s second President (1952-1971): ‘... if an organisation is to meet the challenges of a changing world, it must be prepared to change everything about itself but its core beliefs.’

On leadership, Engelshoven highlighted the importance of giving people room to succeed, nurturing a culture of innovation and getting people together. IBM invites all employees - a great source of the innovation that matters - to submit ideas at any time, which is what the company is all about, he said before explaining how IBM’s leaders achieve results in a world that is both interconnected and complex.

IBM’s 2015 Roadmap involves ensuring consistent and expanding global deliveries, the development of new technology, and structuring new deals including partnerships with a view towards simplification and integration. And while the future looks bright for IBM, there’s no hint of standing still. When asked about his greatest fears for the future, van Engelshoven likened complacency to a virus and said that, ‘it is the biggest worry we have.’ ■

THE SCIENCE OF LEADERSHIP

Science can tell us a great deal about what leadership is, but far less about how to develop it in our managers. It's a gap RSM is determined to fill. **Text** Rebecca Morris

international research community,' says Professor Daan van Knippenberg, head of RSM's Erasmus Centre for Leadership Studies. 'Typically in leadership studies it is taken as a given what leaders do or are, and we try to measure and assess that. We know a lot about what constitutes effective leadership behaviour. We know far less about what it takes to develop it.'

Soon, however, we just might. Prof. van Knippenberg is adding a new focus to his research agenda. In addition to understanding more about leadership - he wants to know the best ways of developing it in our managers, as supported by solid scientific evidence.

Establishing a reputation

When Prof. van Knippenberg joined RSM's research institute - the Erasmus Research Institute of Management (ERIM)

Ask anyone in an organisation what leadership means to them and they will likely mention anything from vision and charisma, to judgement, ethics, and strong interpersonal skills. Opinions might differ from person to person but you can bet they'll all have one.

Leaders and what makes them effective (or not) continues to be a subject of endless debate. It's not surprising, then, that legions of academics have dedicated themselves to revealing precisely what this elusive ability entails. But while



“...leadership research at RSM has a very high profile internationally.”

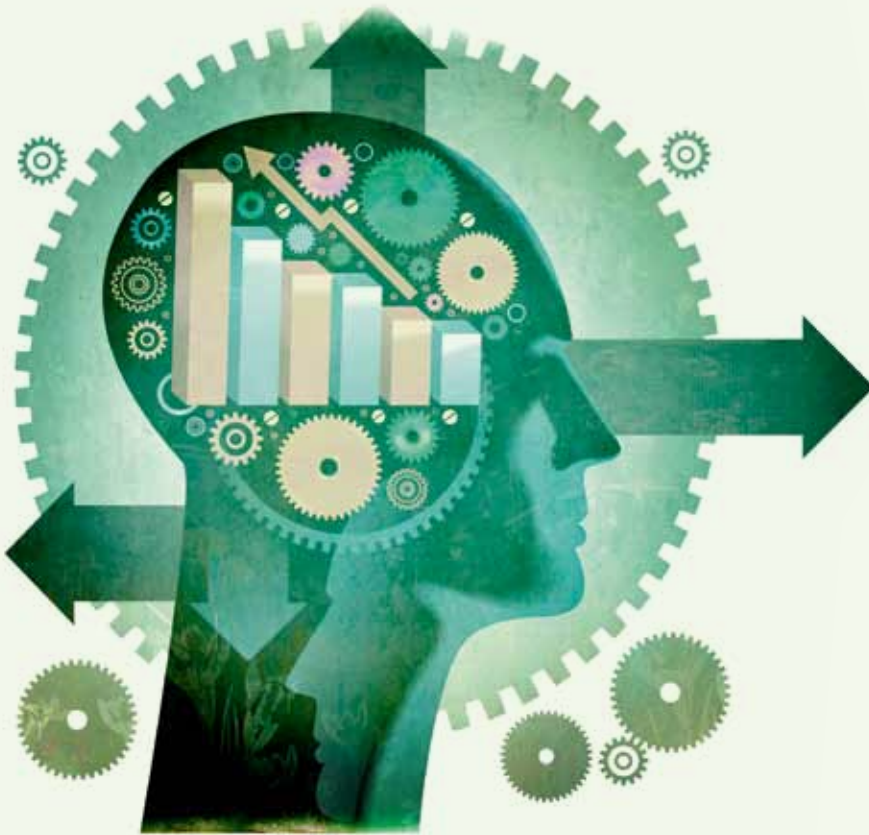
Prof. Daan van Knippenberg, Director, Erasmus Centre for Leadership Studies

science has brought us infinitely closer to understanding what makes a leader effective, it can tell us far less about how to become one - and thus the best way to cultivate these abilities in our managers.

'The development aspect of leadership research is rather unrefined in the

- in 2002, its leadership research was still in a nascent phase. By 2007, the school's leadership research had gained enough momentum - largely owing to the efforts of Prof. van Knippenberg to develop it - to be formally coalesced under the Erasmus Centre for Leadership Studies.

I WILL VIEW UNCERTAINTY AS
A WINDOW OF OPPORTUNITIES
Guillaume Pfisterer, French,
Student, MSc Finance & Investments



An additional stream was established in 2009 with the founding of the Erasmus Centre of Behavioural Ethics - within which research focuses on various aspects of leadership and ethical behaviour. Today, these combined streams have propelled RSM into the top league of leadership research worldwide, with an international reputation for both quality and quantity. 'We publish a lot in the most prestigious journals and we are cited extensively,' says Prof. van Knippenberg. 'It's fair to say that leadership research at RSM has a very high profile internationally.'

This status has benefits for many programmes at RSM. Students, taught by experts in the field, are the first to learn of new developments, helping the school cement its vision of 'excellence in

leadership science and education,' says Wilfred Mijnhardt, Executive Director of ERIM.

One of the things RSM does particularly well is combine research methodologies: using both lab and field research, for instance, to test the one hypothesis. 'Everybody in management research thinks this is a great technique but hardly anyone does it,' says Prof. van Knippenberg. 'We, however, do it on a regular basis.'

RSM also favours programmatic research over the shorter, disconnected studies that produce headline-grabbers in the top journals but don't make for reliable theory: 'The management research community favours novelty and surprise in its findings. But people forget that one ▶

Ethical leadership at RSM

RSM Outlook spoke to Gijs van Houwelingen, a doctoral student from the Erasmus Centre of Behavioural Ethics about his leadership research - and got a glimpse into the kinds of insights the centre is generating.

Gijs van Houwelingen: 'My project examines how the distance between leaders and their subordinates impacts judgement. It is highly relevant for global companies whose people are increasingly spread out - how will this distance affect the way subordinates view their leaders' behaviour?'

Existing theory shows that distance - temporal, social, and so on - affects how we understand the world. When we are far away from people, we tend to apply abstract concepts; we are much harsher in our ethical judgements with less consideration for extenuating circumstances. The closer we are, the more likely we are to apply contextual information and thus be forgiving of moral transgressions.

In my project, we are applying this thinking to leader/follower interactions. We are doing a large field study in which we measure the distance between subordinates' offices from their leaders, how often they interact, and then the kinds of judgements they are likely to make.

What we are finding so far is that when leaders are close, subordinates tend to see them more as people rather than as simply representative of a leadership class. When a leader is physically distant, they tend to be seen as just another big boss who has done something wrong.'

WEB www.erim.eur.nl/behaviouralethics



of the hallmarks of good theory is solid evidence,' he says. 'We have resisted the pull of doing different things again and again and focused instead on further developing good theory in which the findings are incremental, but the science is ultimately better.'

But while RSM has a strong reputation for quality, quantity, and innovative methodology, it has, along with the rest of the academic community, centred its research efforts on the broad enigma of what comprises effective leadership, not how to get it. As Prof. van Knippenberg points out: 'At a certain point the interesting question becomes - so we know a lot about what effective leadership is, but what is the most effective way of developing it?'

A shift in focus

It's a subject of profound relevance for companies, who invest heavily in developmental programmes every year. The goal, says Prof. van Knippenberg, is to study these programmes and assess their effectiveness using scientific methodology. 'We want to conduct field research into the best ways of developing managers,' he says. 'To know the most effective way of cultivating strong management and leadership traits - backed by solid research - is clearly of great value for companies.'

However, implementing this kind of research is not easy. One difficulty is that gathering the data can take years. 'These sorts of projects need be kept on the backburner for a long time if the data



iwill.rsm.nl

I WILL ALWAYS KEEP PUSHING MY BOUNDARIES

Joy van Eck, Dutch
Student, MSc Accounting & Control

Rotterdam School of Management, Erasmus University



is to be solid, which requires stamina by both the researchers and the companies involved,' he says.

The other challenge is that companies are sometimes hesitant to work on leadership development research given that it could prove that money has been wasted: 'There is this uneasy tension. Teaming up with academia could help improve your leadership development,' he says, 'but on the other hand could expose your current leadership development efforts as being not particularly effective.'

To counter this, Prof. van Knippenberg intends to begin with the more realistic ambition of assessing the effectiveness of short training interventions versus longer-term executive development programmes. Field experiments are already underway. At six months duration, these require a more focused research effort making the projects both more manageable and more apt to yield interesting results more quickly for both the company and business community at large.

“ When leaders are physically distant, they tend to be seen as just another big boss who has done something wrong.”

Prof. Daan van Knippenberg

'Ultimately it's still a work in progress,' he says. 'It's a new focus. I hope that we will be successful in developing our research and have the published papers to show for it, because the findings should be very interesting for companies. It's really a great way of ensuring that leadership science impacts practice in a way that has never been done before.' ■

Erasmus Centre for Leadership Studies

Understanding how leadership can bring out the best in people and where leadership can go wrong is of critical importance to successful organisational functioning. The mission of the Erasmus Centre for Leadership Studies (ECLS) is to contribute to this understanding through fundamental as well as applied research in leadership. To this end, the ECLS conducts field research in collaboration with a variety of organisations as well as experimental research in carefully controlled laboratory environments. Its key research themes are:

Team leadership & Leadership of diversity

Leadership training and development efforts often prioritise the ability of leaders to mobilise and motivate followers. While this is important, it overlooks another critical leadership role: leading teams to realise synergy through collaborative efforts that mobilise the unique contributions of diverse team members.

Identity-based leadership

An important function of leadership is to build a sense of team or organisational identity – to develop a sense of 'we' and inclusion among employees. Leadership that is able to build and connect with this identity is more effective in mobilising and motivating employees.

The dark side of leadership

Leadership may accomplish wonderful things, but it can also dramatically derail. Self-serving and unethical behaviour of organisations is a recurring theme in media around the world and there is growing awareness of a 'dark side' to leadership.

Servant leadership

Servant leadership may very well be what organisations need now as the demand for a more ethical, people-centred management grows.

Leadership for creativity and innovation

The potential for continuous innovation increasingly lies at the core of a sustainable competitive advantage for many organisations, and employee creativity is the key building block in innovation.

WEB www.erim.eur.nl/leadershipstudies

THE CHALLENGE OF SERVANT LEADERSHIP

There is a groundswell of interest in servant leadership and the perceived benefits it can bring to organisations and the people who work within them. But what is it exactly and in what ways, particularly in these uncertain times, can it bring value? **Text** Alice Ramsay

At the heart of servant leadership is the desire to serve others. A servant leader is spirited, has deep self-knowledge, empowers others and serves with authenticity, humility and a clear understanding of why their work has meaning. At an organisational level, recent studies show that servant leaders achieve better results for individuals, teams and organisations.

RSM's Executive Education & Organisational Development department (EEO) recently hosted a business networking event for HR professionals, which featured as guest speakers Tex Gunning, Member of the Board of Management and the Executive Committee, AkzoNobel, and RSM's Associate Professor of Organisational Behaviour, Dirk van Dierendonck. The two speakers explored the nature of servant leadership and whether this style of leadership is fit for today's challenges – revealing some surprising insights.



“ Servant leaders live a life of service. That is what people want you to do.” Tex Gunning, AkzoNobel

What is servant leadership?

‘If you really want to know what servant leadership is all about, ask your people what a great leader looks like and feels like,’ says Tex Gunning. ‘People want a sense of belonging from a leader who cares and shows humility.’ They want a spirited leader who gives meaning. These, he says, are servant words.

This is backed by RSM's latest

research from Associate Professor Dirk van Dierendonck, who has found that servant leaders display six characteristics to varying degrees: empowering and developing people, humility, interpersonal acceptance, authenticity, providing direction, and stewardship.

During the course of his research, Van Dierendonck spoke with many leaders who were positive about these six

characteristics, but also made it clear that there is to be no mistaking that they are still 'the boss'. So, is servant leadership just a set of 'good qualities' with a strong feel-good factor to boot? Not according to Gunning: 'If people are motivated and feel secure, then you get collective intelligence, which in turn leads to smarter and more effective organisations that perform better,' he says.

Van Dierendonck's research reveals that employee benefits from servant

a more sustainable world. At AkzoNobel, he is responsible for its decorative paints division. Rather than defining this role as just being about selling paint, Gunning connects his job with what has real meaning for him: '...creating a home, a good working environment or a creative space for children to learn in at school.'

Re-defining relationships within a company is also part of implementing a servant leadership culture. This means



“ Implementing a servant leadership culture calls for a shift in thinking and understanding.”

Dirk van Dierendonck, Associate Professor of Organisational Behaviour

leadership include stronger organisational commitment, better job satisfaction and higher levels of trust among co-workers. Interestingly, servant leaders are also perceived as being more effective. So why are there not more servant leaders?

The reality is that there is still a higher demand for directive leadership over servant leadership. So, implementing a servant leadership culture calls for a shift in thinking and understanding.

At the core of servant leadership is an individual with an exceptional sense of self who, 'defines business in a meaningful way,' explains Gunning. For his part, Gunning finds meaning through his care about the environment, alleviating the suffering of children and leaving behind

going beyond defining people by their position in the organisation. Gunning has found that an effective way of achieving this is through mapping out and sharing lifelines. 'If I tell you my lifeline, you can never look at me in the same way again,' he says. 'It changes everything.'

Perhaps one of the biggest obstacles to developing more servant leaders is the challenging culture shift new leaders have to make on being appointed to a leadership position. Having gained promotion on the strength of their own achievement, new leaders are expected to make the organisation their primary focus. In such situations, Van Dierendonck finds that few leaders are able to put the needs of their organisation before their

own. 'I don't think this happens a lot,' he reflects, 'but it happens.'

So, is the outlook grim for servant leadership? Not at all: Gunning is very aware that embedded culture is very strong and that bringing about such a paradigm shift means a tough journey ahead. But, he remains determined, is actively working with companies and, in his own words, 'is getting the conversation going.'

While putting others before the self is certainly not the norm, there are some very successful servant leaders in society today and, Gunning concludes: 'it is up to them to show that things can be different. And I'm certainly not giving up either.' ■



REACHING THE PINNACLE OF SUCCESS

This year, 13 MBA students at RSM chose a special elective that asked them to leave the classroom far behind. They travelled from Rotterdam to Africa, to climb the continent's highest mountain, Mount Kilimanjaro in Tanzania. Their aim was to reach Uhuru (or Kibo) Peak, 5,895 metres above sea level. **Text** Justine Whittern

The RSM MBA Kilimanjaro Leadership Project special elective for women is designed to enhance leadership and networking capabilities for female MBA participants, and addresses the specific challenges that women face when climbing the corporate ladder – a subject of great interest to project initiator and Associate Dean, MBA programmes, Dianne Bevelander who has actively researched the subject.

In her paper *Ms Trust: Gender, Networks and Trust - Implications for*

Management and Education which is to be published in the journal *Academy of Management, Learning and Education*, Bevelander examines the hierarchies of trust among female students. Here she finds that women tend to trust each other in a risky professional environment less than they would trust men.

'Women socialise with each other, but when it comes to a matter of risk taking, women exclude each other and prefer to network with men,' she says, describing the observation that inspired

her to develop the project to address the lack of trust amongst women in high-pressure environments.

'I readily admit that the Kilimanjaro project is designed specifically for women to the exclusion of men, and I was accused of discriminating against men,' says Dianne, 'However, once it began, female and male students joined together and expressed pride in it,' she says.

Dianne engaged the help of Rebecca Stephens, the first British woman to successfully conquer the world's Seven

Summits and a professional leadership and team coach, to head the team of RSM female students.

Just as in business, climbing is tough; circumstances can change quickly, people must work as a team, take risks and support one another. And so it proved for the expedition of 13 women, plus a doctor and their coach, Rebecca Stephens. All of the women, of mixed abilities and experience when it came to trekking, climbing and camping, made it to the high base camp at Kibo Hut, just below 5,000m.

Ten made it to Gilman's Point, 300m below the summit, and five made it all the way to Uhuru Peak. Several found the tight climbing schedule impossible because of altitude sickness, which occurs

a winning formula for a leadership-focused MBA elective. The trek itself – several days walking in a varied and beautiful landscape, far removed from the clutter of everyday life – provides experiential learning through bonding and networking. At the same time, the women connect to Rebecca's recounting of her mountaineering experiences – and their own experience – on an emotional level. To complete the experience, participants apply the academic learning from the classroom practically on the mountain.

Dutch student Karen de Lathouder, from the Global Executive OneMBA, has some mountaineering experience. She says that although the physical challenge was perhaps easier for her than for others,

able to offer advice all the time, and learned that I have a natural drive to support others; to see what's needed and act upon it.'

Japanese student Kaoru Mikami, from the Full-time MBA, is still digesting her experiences on the mountain, which, she says, taught her valuable cultural and social lessons about leadership, teamwork, and decision-making. 'Sometimes you need to accept your limitations and figure out how to deal with them,' she says. Kaoru made the decision not to make the final ascent to the summit because of altitude sickness.

'Deciding whether or not to go further under such time pressure on Summit Day was really hard,' she says.

“ I defined my success as being part of everyone else's success, not being first at the top.” Karen de Lathouder, Global Executive OneMBA student

above 2,400 metres and can affect anyone, however fit. Actually reaching the summit was a minor aspect of this MBA elective.

So what – and how – did the women learn? 'MBA students are ambitious young people, more than any other audience I talk to. They challenge themselves not only in their professional lives but also in every other aspect of their lives – socially, and physically,' says Rebecca Stephens.

Rebecca has observed three types of learning that come together in such an expedition, and turn it into

she decided to use the expedition to practice leadership and influencing styles. 'I think initially we were all afraid to open up to each other, but it was very rewarding.

'I defined my success as being part of everyone else's success, not being first at the top,' she says. 'The group was so connected and caring, and to get all of us to the high camp at Kibo Hut – at 4,700m and four-and-a-half-days walking from the base – took a lot of bravery. I was amazed by the courage and perseverance of those who had no experience. I was

'Finally, I prioritised the safety of the team and myself over my personal goal. After coming back from the mountain, I thought it was an extraordinary test of my decision-making skills under difficult conditions, which is a requirement of leadership. I am proud of my reasonable choice at that very emotional moment.'

Brazilian Global Executive OneMBA student Celia Sikorski explained the climbers also found inspiration in a nearby community project run by World Vision, a Christian organisation that works ►





with communities to overcome poverty. Thanks to this project, the practice of female circumcision in the Arusha community has stopped.

The provision of micro loans and coaching from World Vision enables women to start small businesses selling produce. It also gives them courage and

independence. 'Now they are respected, and can earn an income for their families,' says Celia. 'These women are changing paradigms and in doing so are creating a new way of living. Maybe that's why I felt so much affinity with the Arusha women; as women, we do that all the time.'

Celia reached Gilman's Point, only 300

metres below Uhuru Peak. 'To me it didn't matter if I got to the top or not. In fact, we were sharing valuable life experiences and learning from each other. Those who didn't make it to the peak are no less valuable – they also found power and courage, and became a source of courage to others.'

Mexican-British Lesley Juarez (Full-time MBA) was tested by a combination of damaged toes, exhaustion and a badly strained knee. She discovered how she reacts to pressure. 'I have never pushed myself that hard before; I didn't even know I could push myself that much, or that I could respond to that pressure. Now, I have no excuses for myself,' she says. 'I struggled, but at the same time didn't want to let anyone down. I mentally called upon everything and everyone - parents, boyfriend, friends and RSM colleagues - to help me get through the seven-hour climb. I was the last one to reach Gilman's Point.'

Lesley realised there were other rewards. 'The sunrise as we were walking up to Gilman's Point was the biggest gift of my life. I was on the roof of Africa. There



was an amazing view, with an amazing blue sky above and clouds below us.'

Although American Full-time MBA student Elizabeth Dyas made it as far as Gilman's Point, for her the learning and achievement came from other aspects of the climb. 'I learned I am determined, and I became aware that I often unconsciously work towards making others' processes easier or more comfortable.'

A memory that will stay with Elizabeth is the view of the Kilimanjaro night sky, one that all participants experienced. 'I would stand and stare. I have never seen the Milky Way in such glory. I didn't want to sleep; I just wanted to watch the stars.'

The 13 women – who must each complete a written assignment about the climb to pass the MBA elective – will work closely with Bevelander with the aim of

“...it was an extraordinary test of my decision-making skills under difficult conditions, which is a requirement of leadership.” Kaoru Mikami, Full-time MBA student

further developing women's leadership and networking capabilities, 'to facilitate a tipping point, or paradigm shift, so that women have a true career path to the upper levels of organisations,' she says.

With such a positive reception for this year's event, Dianne hopes to send an expedition of two groups of women to Mount Kilimanjaro next year. 'I want to invite strong corporate women to bring sponsorship, which would cover their

participation and that of one student. Wouldn't that be inspiring, to have them all walking together and learning from each other?' she says. ■

Kilimanjaro Blogs

WEB www.rsm.nl/kili

Women Empowerment at RSM (WE@RSM)

WEB www.we.rsm.nl

Rebecca Stephens

WEB www.rebeccastephens.com

iwill.rsm.nl

I WILL CLIMB EVERY MOUNTAIN 'TILL I ACHIEVE MY DREAMS

Kaoru Mikami, Japanese
Student, MBA / Participant MBA Kilimanjaro Leadership Project 2011

Rotterdam School of Management, Erasmus University



GIVING A HELPING HAND

Providing students with career planning advice and helping them to develop useful networks is an integral part of RSM's MBA Mentorship Programme. Now in its second year, the programme is a great success with students and mentors alike.

Text Colin Brace

If you are an MBA student, finding your way in the increasingly competitive job market of today can be a real challenge. To address this problem, the RSM Mentorship Programme was established to facilitate the sharing of knowledge and experience between alumni and students about to re-enter the corporate world. The programme enables students to gain in-depth insights into specific industries or areas, furthering their personal growth, and providing support and advice as they progress in their careers.

The Mentorship Programme is an initiative of the RSM MBA Career Development Centre (CDC), the Corporate & Alumni Relations team, and Executive Education and Organisational Development (EEOD). As Joep Elemans, head of the CDC explains, the Mentorship Programme was launched in 2010, and is now in its second year. 'The Programme has been surprisingly successful in attracting mentors,' he says. 'The first year, more than 90 alumni volunteered as mentors for our 138 full-time students. This year, we

had more mentors volunteering than we have students.' The programme appears to have struck a chord, both among MBA students planning their careers as well as alumni, who enjoy giving students a helping hand.

'Some MBA students initially think the mentoring process will deliver them a job,' says Elemans. 'But this is not the purpose of the programme. It is really about getting advice on planning a career, on developing a network, and on practical matters, such as getting by in the Netherlands and obtaining work visas.' While many mentors are based in the Netherlands, some are not, so mentors and mentees use various ways of developing their relationship. A personal meeting at the beginning helps establish contact, and this can be followed up phone calls, email, and Skype sessions.

Hans Horstink of the EEOD, which provides post-graduate training for executives, explains what makes an effective mentor. 'A good mentor knows how to listen,' he says. 'That means not talking about oneself but focusing

on the challenges and ambitions of your mentee.'

Some mentees are initially sceptical about whether the process is useful and whether they have the right mentor, Horstink observes. 'Ultimately successful mentoring depends on the motivation of the mentee and the ability of both parties to gain each other's trust,' he points out. 'It has to click at a certain level.'

RSM student Hekyung Chang (known as Sophie to her classmates) is a mentee





“ Being a good mentor is a challenge. You need to learn how to listen and not impose your own opinions on your mentee.” Roger Blokland, MBA mentor

of that baggage.’ Alex points out that it takes a while to build a relationship with one’s mentor; both parties have to make time to meet, for coffee or dinner, and talk by phone. Alex has met his mentor, Roger Blokland, four times face-to-face, and now they chat by phone every two to three weeks.

Alex is interested in entering the agricultural industry and plans to pursue a career here in Europe. His mentor, Roger Blokland is business development manager at a firm active in biofuels and agricultural chemicals. Roger is himself a graduate of RSM, and as an MBA student he found it very helpful to have someone to talk to about career decisions. One motive of his for becoming a mentor was to give something back to the school, as he felt he got a lot out of his time at RSM. ‘Being a good mentor is a challenge,’ says Roger. ‘You need to learn to listen and not impose your own opinions on your mentee. After all, the goal is to help your mentee clarify his or her own views.’ ■

EMAIL [Joep Elemans - jelemans@rsm.nl](mailto:Joep.Elemans@rsm.nl)

this year. ‘I didn’t know what to expect,’ she says, ‘but it has been very helpful.’ Sophie’s mentor is RSM graduate Yuli Kim, who shares her South Korean background, and Sophie has benefited from discussing with Yuli such matters as the cultural differences between South Korea and the Netherlands. ‘The process helps you to learn about yourself,’ says Sophie. For her part, Yuli Kim, who is currently a business development director at an advertising agency at Schiphol, says she gets a lot out

of being a mentor. ‘Through mentoring, you reflect on your own choices and learn to be more objective. It helps you become a better communicator,’ she observes.

MBA student Alex Dalley, from Australia, is also in the Mentoring Programme. ‘It is fantastic to have someone objective with whom you can discuss your future,’ he says. ‘Family and friends tend to have preconceived notions of what you should be doing, but a mentor doesn’t know you and has none



AN INSIGHT INTO THE SUBCONSCIOUS

Brain-imaging technologies have given economists and marketers a whole new set of tools with which to understand human decision-making processes. At the forefront of developments in this exciting new field is the Erasmus Centre for Neuroeconomics. **Text** Rebecca Morris

Sometimes our subconscious mind can be a better predictor of our future behaviour than our conscious intentions would have us believe. As an example, a team of neuroscientists and marketers from the Communication Neuroscience Lab at the University of Michigan recently monitored the neural activity of individuals watching advertisements designed to help them quit smoking.

Using an fMRI (functional Magnetic Resonance Imaging) scanner, the study compared the neural activity of subjects during the screening with their own ratings of the advert and how great an impact they predicted it would have on their behaviour. The neural activity proved a closer match with the actual behaviour they displayed over the coming month than their verbal reports indicated.

This is just one of the most recent insights to emerge from a burgeoning new interdisciplinary field of scientific research called Neuroeconomics – a fusion of methodology and theory from neuroscience, economics, management and psychology. In Neuroeconomics, high-tech brain-imaging techniques are used to solve questions of an economic and marketing nature. Neuromarketing, the discipline's sub-field and an area of most direct interest to business, narrows in on the consumer and his or her responses to marketing stimuli.

that are being made in economics. This is an opportunity to get inside that machine and see precisely how it is working. No other methods can bring you to access to this kind of data.'

RSM – leading the way

RSM became one of the first schools in Europe to pursue this branch of interdisciplinary research with the founding of its research centre in 2005. It is now amongst the most high profile in Europe.

At RSM, academics collaborate with neuroscientists at the Donders Institute for Brain, Cognition and Behaviour at the Radboud University, Nijmegen, the Netherlands. One recent study by RSM examined why people conform to majority views, even when it goes against initial ideas.

Using neuro-imaging tools, the study – which was published in the respected journal *Neuron* – revealed that when people hold an opinion that differs from the majority, their brains produce an error signal, while the 'reward area' slows down.

'We show that a deviation from the group opinion is regarded by the brain as a punishment,' said Vasily Klucharev, the lead author on the paper and a former post-doctoral fellow at RSM. Essentially, our brains tell us we are being too different – and that we need to pull ourselves back into line.

Another RSM study examined the effect of celebrities in advertising. The study revealed



“ It is the first time that biologists are collaborating with economists to shed light on economic and marketing theory...” Prof. Ale Smidts, Director, Erasmus Centre for Neuroeconomics

'It is the first time that biologists are collaborating with economists to shed light on economic and marketing theory – and it has enormous implications for both practice and theory,' says Professor Ale Smidts, Director of RSM's Erasmus Centre for Neuroeconomics. 'The brain is the machine behind the decisions

that the presence of a celebrity enhanced memory retrieval and created positive associations – but only if the celebrity had some credibility in relation to the product. It also showed that the effect was rapid and did not require repeated exposure to achieve the desired effect. ▶

I WILL DEVELOP THE
WORKERS, THE WORKPLACE
AND THE WORLD

Marcella Bremer, Dutch, Change Consultant



It could even, says Ale, help economies operate just that little more efficiently. Even a one per cent saving could make a big impact: 'If these methods could even marginally help reduce the number of products that are introduced into the market and fail, this could have a significant impact on the economy.'

However, the key word here is "could". He says: 'It is still an open-ended question as to whether or not products or advertising really can be improved simply on the basis of brain pattern results.'

Neuromarketing companies

Thus far, the scientific community has largely focused on applying neuroscience techniques to enhancing their *understanding* of the underlying processes behind economic or consumer decisions. The task of *assessing* the effectiveness



“ The techniques employed by neuroeconomists clearly have immense potential value when turned to commercial ends.” Prof. Ale Smidts

Commercial value

The techniques employed by neuroeconomists clearly have immense potential value when turned to commercial ends. In the past, companies have relied on consumer feedback through questionnaires and focus groups for direction on their products and marketing. These methods take it as a given that people know their own minds enough to reliably indicate preferences. While this is often true, it's not always so.

Prof. Smidts says that in theory Neuromarketing could save companies considerable resources. It could help companies create products that more closely reflect the needs and tastes of their customers, from the design of the product to its functionality. It could prevent companies from investing in costly marketing campaigns that leave little impression on their target audiences.

of various marketing tactics has been left to a growing number of neuromarketing companies.

Neuromarketing companies commercialising these techniques make impressive promises. Companies are offering services such as 'Sub-conscious Brand Tracking', in which a company's brand performance is measured over time through the monitoring of brain activity in subjects. They offer to test everything from your company's brand and product design appeal, to its product packaging, advertising and even in-store experience.

Instead of focus groups, these companies use techniques such as having subjects watch a TV commercial, while an EEG cap (electroencephalogram) on their head detects and tracks their brain responses second by second. Using this information, companies can then suggest how memorability might be improved, or more positive associations

created. Some companies are also using other techniques including skin conductance and heart-rate responses. Only a few apply fMRI.

Commercialising the science

Prof. Smidts is sceptical, however. Most neuromarketing companies use EEG scans. These are cheaper and easier to use than fMRI scanners but cannot get into deeper, reward areas of the brain, which are crucial from a marketing perspective. As a result, says Prof. Smidts, 'these companies are making claims that are currently unsupported by scientific testing. There is no proof yet that what they promise is delivered – that they can help you to make a better commercial.'

While RSM has spent several years establishing its expertise in these techniques, it now wants to move into the realm of practice.

'We intend to work with companies and agencies to check what the added value is for their marketing in using these techniques as opposed to conventional methods of market research and so on,' he says. 'These methods need a lot of careful scientific development before you can justify all the things these companies are claiming.'

It's a new direction, and, with the rate that the technology is developing, its potential for companies and profitability is huge. 'The technology behind neuroimaging methodology and thus our knowledge about the brain is developing at a rapid pace. New methodologies are continually opening up. We are thus now very interested in how current and new techniques could be commercialised to bring greater value to companies.' ■

WEB www.erim.nl/neuroeconomics

iwill.rsm.nl

I WILL BRIDGE ACADEMIC RIGOUR WITH BUSINESS RELEVANCE

Niels van 't Hoff, Dutch
Strategy Consultant & Researcher

Rotterdam School of Management, Erasmus University



MAKING A SCIENCE OF ENTREPRENEURSHIP

This autumn, the *Journal of Management Studies*, one of the world's leading management journals, published a special issue on entrepreneurship. It's yet another sign, says Professor Henk Volberda – one of the four editors of the issue – that this comparatively new academic discipline is truly starting to come of age. **Text** Catherine Walker

Volberda, who is Professor of Strategic Management and Business Policy at RSM as well as the school's Director of Knowledge Transfer, explains that the special issue focuses on many different aspects of entrepreneurship. 'Inevitably, like any new discipline, entrepreneurship research has been rather fragmented, and the time was right to look at overlap and integration between the different perspectives and paradigms that have emerged. It was also important to look at boosting quality.

'Our starting point for the special issue was to identify which were the

more and more entrepreneurship now being done by highly educated knowledge workers, and the role of universities is becoming increasingly important in that.'

Given the undoubted importance of entrepreneurship, in its various forms, for wealth creation and the competitiveness of economies around the world, it's perhaps surprising to outsiders that as an academic discipline entrepreneurship is still considered a relative newcomer. Why are things shifting now?

It perhaps reflects a broader cultural shift within society, Prof. Volberda suggests: 'I think that, within Europe,

own companies – and are choosing the entrepreneurship options that will help prepare them for that.

'And in industry policy, instead of the focus being on large firms, we now see a much greater focus on new small firms that will eventually become the well established firms of the future.'

Just how to bring about that transformation is one of the key questions for the Netherlands, he concedes. In an economy which boasts many "one-man bands", or start-ups that never grow beyond 10 employees, what is needed to encourage small firms to grow into



“ Across the faculty as a whole, we have people working on many different aspects of entrepreneurship...” Prof. Henk Volberda

most promising future directions for research. However, we also wanted to demonstrate both the breadth and depth of work going on within the field, because that is something we believe to be very important. Therefore, we have focused not only on the formation of new firms but also on corporate entrepreneurship and university spin-offs. We're seeing

entrepreneurship is now valued as a very positive attitude – and something of which we need to see more. I see this change taking place among our students – whereas once they all flocked to the large companies, and small business was perhaps considered something for the weaker students, now some of our very brightest students want to start their

successful large ones – as happens notably better in the USA?

That is one area that Volberda and colleagues within RSM and Erasmus Research Institute of Management (ERIM) are actively researching, through their involvement in the *Technology Fast 500* set up by Deloitte. 'This is a ranking of the fastest growing technology firms



I WILL NEVER STOP EXPLORING

Marleen Bloo, Dutch,
Student, BSc Business Administration

within Europe,' Volberda explains, 'and it provides an ideal basis for helping us identify the characteristics of firms that really grow fast.'

'Biotechnology firms, for instance, often have a totally different shape. Within those firms you will often find individuals who are not only very productive and efficient but at the same time are very entrepreneurial.'

How to translate that kind of advantage across to larger firms, to help them stimulate innovation and encourage a more entrepreneurial orientation within their employees, is also an important element of the research agenda for ERIM researchers. 'In one recent study, for example, we interviewed more than 200 middle managers in IBM Europe to see whether an entrepreneurial orientation in the individual improved the performance of the business unit. We found that if a middle manager is very entrepreneurial – and crucially also has a large network – then the business unit will show increased

performance in innovation.'

The Erasmus Competition and Innovation Monitor, which each year surveys 10,000 companies across the Netherlands, also provides another important measure of the innovation levels of Dutch firms. It's providing vital research data for INSCOPE, the centre of academic and applied research which Prof. Volberda heads up.

In some ways, concedes Volberda, one could argue that the breadth of different entrepreneurship research activities currently being undertaken within RSM, ERIM, and the Erasmus School of Economics, perhaps mirrors the fragmentation of the field itself.

'Within ERIM, we're focused both on corporate venturing and on the level of the individual entrepreneur,' says Volberda. 'But across the faculty as a whole, we have people working on many different aspects of entrepreneurship within Marketing, Organisational Behaviour, Finance, Economics – and of course Strategy.'

That diversity reflects the growing importance of the topic and makes for a vibrant research community, he adds, with entrepreneurship being a field which can benefit greatly from perspectives from different disciplines – not just economics but also psychology and sociology. And through its participation in initiatives such as HOPE, a collaboration with the Universities of Delft and Leiden, which provides educational programmes in entrepreneurship and practical know-how, Erasmus University Rotterdam is also playing a vital part in ensuring the professionalism of tomorrow's entrepreneurs. ■

ERIM www.ERIM.nl

INSCOPE www.inscope.nl

The special issue on 'Revitalising entrepreneurship', edited by Robert E Hoskisson, Jeffrey Covin, Henk W Volberda and Richard A Johnson, is published in the Journal of Management Studies (volume 48, issue 6) in August 2011.

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EVENTS REVIEW



I WILL TRANSLATE VISION
INTO REALITY

Nadia Grace, Swiss / Dutch
Student, MSc Marketing Management

JOURNEYS WITH ERASMUS - EXPLORING PRIVATE EQUITY

Three experts – two practitioners and an academic – came together to explore the subject of private equity in the latest conference and debate event in the *Journeys with Erasmus* series from RSM. A capacity audience gathered on 22 September, to hear insider views of the private equity business in turbulent times, at the APG Symphony Tower in Amsterdam's international business district.

Peter Roosenboom, Professor of Entrepreneurial Finance & Private Equity at RSM, outlined the different routes to funding for SMEs, and said

he anticipated increasing demand for private equity as the drive for business innovation continued. Each type of funding had its place in funding businesses at every stage of growth and in every sector, he said.

Hans van Ierland, CEO of Holland Private Equity (HPE), alumnus of RSM's MBA 1990, and recipient of one of last year's Distinguished Alumni Awards, presented his view of the market. There are plenty of people willing to invest in business at the moment, said Van Ierland, but those seeking funding should do their research and prepare thoroughly to choose the right private equity firm providing funds for businesses at particular stages in their lifecycles.

Alumnus of RSM's MBA 2006, Thomas Maurel, Managing Partner of Valery Capital BV, acts as a 'placement agent' and advisor for PE funds. He said investors, in addition to looking for stricter governance, alignment of interests and transparency, also had a list of priorities for investment. PE has the potential to bring in higher management skills as well as funding, said Maurel, who commented that businesses should keep themselves informed of government initiatives and schemes with funds for business development.

Details of this and other Journeys with Erasmus conference and debate events can be found at www.rsm.nl/alumni

FORTHCOMING EVENTS



December 2011
MEET THE DEAN

There may still be time for alumni to book a place to meet the new Dean, Steef van de Velde at the RSM Christmas Alumni gathering in Franciacorta, Italy on Saturday 3 December, or in London on Tuesday 20 December.

For more information go to www.rsm.nl/alumni or contact alumni@rsm.nl

4 February 2012
WOMEN EMPOWERING WOMEN EVENT

An opportunity for women in a wide range of disciplines and industries to exchange ideas and openly share collective wisdom is to take place in Rotterdam. The event, a one-day masterclass on 'Women and Leadership', will be presented by Dianne Bevelander,

RSM's Associate Dean, MBA Programmes. 'Women in leadership face many specific challenges but at RSM we believe that accomplished women can build meaningful relationships with each other,' she says.

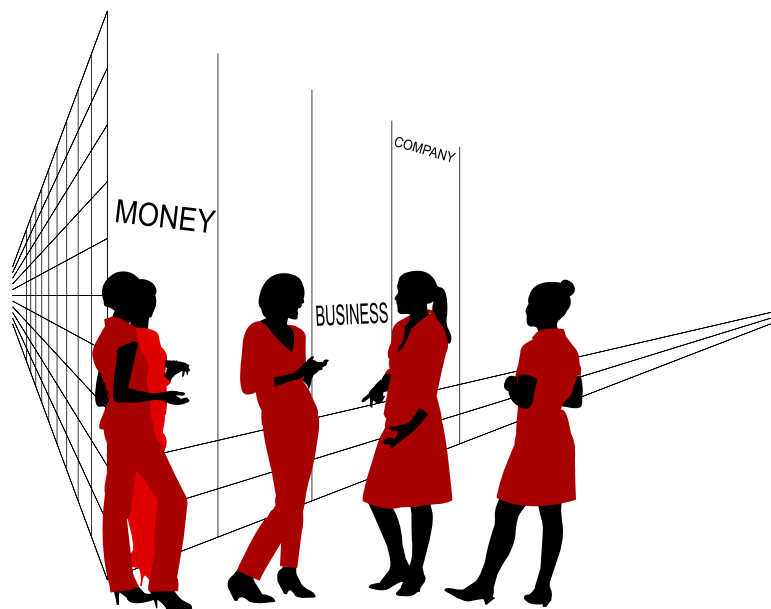
Participants should prepare for a high level of engagement as they reflect on self-management, relationship management and network management. In addition, they will expand their knowledge base, interact with professional peers and add to their professional networks.

Registration fee is €25 and includes a networking lunch and refreshments. For more information, see www.rsm.nl/events or contact cdammann@rsm.nl



10 March 2012
MBA STUDENTS ENTER VC COMPETITION

In March, RSM will send a team to Said Business School, Oxford to compete in The Venture Capital Investment Competition (VCIC). This is an educational event at which MBA students, entrepreneurs and successful venture capitalists come together and



is described as: 'an entirely unique event in which MBA students emulate the life of Venture Capitalists.'

RSM will hold a series of internal selection rounds and the winning team will be off to the UK to make RSM proud!

More information about the event can be found at the organiser's website: www.vcic.unc.edu



23 March 2012

GRADUATION

MBA'12 / EMBA'11

To find out more about this event and to keep in touch with RSM MBA, go to:

www.rsm.nl/mba

11 May 2012

FAREWELL LECTURE

A farewell lecture will mark the retirement of Frans van den Bosch (pictured top centre), Professor of Strategic Management at RSM. Prof. Van Den Bosch will be making his farewell lecture on



Management Innovation at 16.00 on Friday 11 May 2012, in the Aula on Woudestein campus. Although retiring, he plans to continue his interest in RSM and EUR with a part-time role.

Prof. Van Den Bosch began teaching economics and international economic relations at one of RSM's earlier incarnations, the inter-universities Institute for Business Administration (IIB) in Delft in 1984. He moved with the school when it relocated back to Rotterdam in 1986, which was around the time of the formation of the department of Strategic Management and Business Environment.

For more information about the event, email [Carolien Heintjes cheintjes@rsm.nl](mailto:Carolien.Heintjes@rsm.nl) or check the events pages on the RSM website www.rsm.nl/events



Spring 2012

QUARTER CENTURY OF STRATEGIC MANAGEMENT

RSM's department of Strategic Management and Business Environment will celebrate its 25th anniversary in 2012. From its beginnings, with 15 teaching staff and roughly one

PhD project every two years, the department has grown to a faculty of around 60 and has 200 new master students enrol every year.

'In the beginning it was a typically Dutch educational environment,' said Prof. Van Den Bosch. 'But in the late 80s we started visiting international conferences and attracted professors from schools abroad. Then, in the 90s, we went through the internationalisation process. Since 2000, growth has been very fast. We now have a huge number of people from all over the world and are very pleased about that.'

All 2,000 of the department's alumni are invited to the celebrations, which are expected to take the form of a symposium in Rotterdam during March or April. The subject is to be: 'Connecting to the past, formulating the challenge for the future'. A commemorative booklet outlining the faculty's history and its plans for the future is to be published.

More details can be found on the RSM Alumni webpages www.rsm.nl/alumni as they are confirmed.

FIND OUT
MORE ABOUT
RSM'S EVENTS
AT WWW.RSM.NL/EVENTS

FORTHCOMING EVENTS



RSM OPEN PROGRAMMES

offer you flexible development options for every stage of your career. And, if you are a specialist, RSM offers targeted workshops to enhance your knowledge and skills. Hot courses for Spring 2012 include:

- 7-16 March - RSM Diploma Programme in Business Management and Leadership.
- 18-20 April - NEW Strategic Marketing.
- 19 March - Sales Leadership Diploma Programme.
- 20 & 21 March - Sales and Operations Planning.

RSM Open Programmes offer world-class training and provide:

- The latest on the issues you need to know about.
- Personal coaching from world class academics and business leaders.
- Outstanding professional networking opportunities.

To find out how to boost your career, go to: www.rsm.nl/open

25 May 2012

ALUMNI DAY

Mark the date in your diary now and be inspired at RSM's Alumni Day 2012. More than 150 alumni attended this year's event in Rotterdam and were privileged to witness one of only a handful of open interviews ever granted by RSM Distinguished Alumnus Bart Becht, CEO of household products giant Reckitt Benckiser.

The 2012 event is designed exclusively for graduates of all RSM programmes and promises a series of informative and interactive sessions led by senior faculty members that will reveal new perspectives in management, connect theory

with practice and expand professional networks.

Among those attending RSM's Alumni Day 2011 were representatives from Akzo Nobel, ABN AMRO Novartis, Logica, Amgen, Amazon.com, DSM, AEGON, Unilever, Rentokil, ASML, TNT Express, Schindler, Novartis, Thales, Eneco, Nutreco, Intel, HP, Houthoff Buruma, BNP Paribas, Shell and ING.

Look out for more information on the sessions and speakers on the RSM Alumni LinkedIn page or www.rsm.nl/alumni-day, where you can also find a full report of this year's activities.



SHOW THE
RSM SPIRIT!

Become an MBA Alumni Ambassador



Wherever you are in the world,
you are uniquely well-positioned to build your MBA brand.

Our experience shows that great conversations among Alumni are often the trigger for people considering an MBA to apply to RSM. This gives you the chance to be part of attracting the highest level international participants to the MBA programmes – and your future alumni network. **Show the RSM Spirit!**

You can continue building the value of your MBA degree as well as connect and socialize with your fellow alumni just by spending an hour or two of your valuable time at one of our exciting events:

- Meet & greet dinners
- One-to-one session
- Info-session alumni panel
- MBA Fair
- Applicant interview
- Online discussions via social media

WE WILL BE IN THESE COUNTRIES AND
REGIONS IN 2012 AND WE LOOK FORWARD
TO SEEING YOU THERE!

THE AMERICAS

Brazil
Colombia
Canada
Mexico
Peru
United States

AFRICA

South Africa

ASIA

China
India
Indonesia
Japan
Korea
Taiwan
Thailand
Vietnam

EUROPE

Belgium
France
Germany
Greece
Italy
Netherlands
Portugal
Russia
Spain
Turkey
United Kingdom



Sign-up via www.rsm.nl/AlumniAmbassador or email Denise Chasney-van Dijk at the MBA admissions office (dchasney@rsm.nl) for more information.

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OPEN PROGRAMMES 2012



Join us!

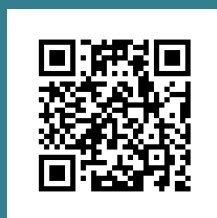
'I am fully confident that thanks to RSM, I can now improve my company!'
Edgar de Gelder, Portfolio Manager, Pointlogic

'The RSM Diploma Programme gave me some useful tools that will help me in my current and future jobs.' *Christiane Wurdemann, Manager Reporting & Engagement, ING*



'The HR effectiveness programme gave me a lot of energy and new ideas which I can use in my daily job.' *Hans Olivier, HR Officer, Samsung Electronics Europe Logistics*

'The course Finance for Non-Financial Managers provided plenty of valuable down-to-earth realistic examples.' *Svetlana Manenkova, Credit Controller, Vinmar Chemicals and Polymers*



Alumni of EUR and RSM receive a 10% discount on any of RSM's Open Programmes.

OPEN PROGRAMMES, A SERVICE LINE OF
EXECUTIVE EDUCATION AND ORGANISATIONAL DEVELOPMENT

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