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**ALUMNI GROUPS
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RSM Outlook

SUMMER 2012

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



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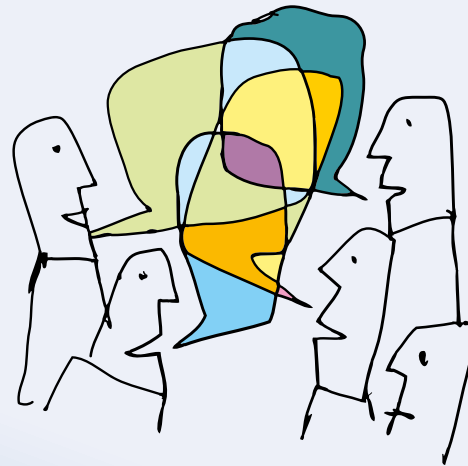
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Lebanon
Nigeria
South Africa

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A preview of forthcoming events you won't want to miss. Mark them in your diary now!



A new definition of energy industry

The business world is already thinking about tomorrow's energy demands. Research and academia are working on prospects and policies for sustainability, as well as finding solutions in technology for power generation and storage.

Rotterdam hosts **The Future Energy Business Forum** on Friday, 15 June. Leading policy makers, decision-makers in business, and leading academics will discuss robust, intelligent, efficient, and sustainable energy networks for the future.

Their presentations, debates and discussions will pave the way for integrating viewpoints and expertise, networking and sharing knowledge – the first steps towards a new definition for the energy industry.

Keep updated on RSM's latest knowledge.

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Erasmus Centre for
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LETTER FROM THE DEAN

“ I am hugely impressed by the commitment of our alumni and have been inspired by their ideas.”

After announcing my intention in the last issue of *RSM Outlook* to step up the pace at which we nurture our alumni and corporate relations, it seems the race has begun. This was exemplified by the 122 RSM runners who participated in the Rotterdam Marathon event in April – alumni, staff, faculty and students; each of them successfully completing their various distances in the event to raise money for the RSM Annual Fund. Congratulations to all.

Currently, our alumni are organising themselves into a huge force for good - for the school and for business - in several new ways. My schedule over the past six months has included stimulating and useful meetings with alumni chapters in New York, Zurich, Oslo, London and Milan.

I am hugely impressed by their commitment and have been inspired by their ideas. I want to thank them for their support for the school, and especially for their role in helping us to recruit new students. We would like to encourage more support in this way, and will be asking alumni what they can do, and are willing to do, to enhance the reputation of the school.

New ways to connect with business include our special interest 'Affinity Groups', offering opportunities for alumni working in particular industry sectors around the world, or those interested in particular themes, to share ideas and discussions. We believe these groups will offer increased value to the RSM alumni experience, and are one of the ways in which our alumni can help us to enhance our common reputation.

The first Affinity Group (see page 30) is connected to the recently launched Erasmus Centre for Future Energy Business (page 24) and demonstrates RSM's commitment to sustainability in research. We also have a global perspective on energy from Ruth Cairnie, Executive

Vice President for Strategy and Planning at Royal Dutch Shell; the company is one of RSM's founders and Ms Cairnie also sits on our Advisory Board (page 20).

A number of other alumni Affinity Groups are also in development; they include groups for financial services, supply chain and sustainability (page 14). We are currently exploring other new ideas for the long-term vision of our work with alumni, with the help of our Alumni Advisory Board.

This issue of *RSM Outlook* also includes news of the inaugural meeting in March of the Global Executive OneMBA Alumni Association for Europe, Middle East and Africa (see News pages). We have recently hired a new alumni relations manager for BSc and MSc, Jennifer Ritfeld, and an alumni relations officer for MBA, Monica Szalma, to support our increased alumni activities.

Recent activities which reinforce our ethos of increasing relevance to business within research and education include the launch of the Erasmus Centre for Family Business, championed by Assistant Professor Vanessa Strike; a series of 'Frontiers in Marketing' seminars (a co-operation between EEO and the Department of Marketing), which will serve as a forum for marketing managers, top marketing students and marketing research faculty to interact, and a series of open workshops on entrepreneurship. Additionally, we

can announce a large research project in collaboration with Nationale Nederlanden, one of the Netherlands' largest insurance companies, which will explore 'the insurance company of the future'.

I have been privileged to welcome new students with very diverse backgrounds to our MBA, EMBA and MFM programmes and have been inspired by their enthusiasm and high levels of motivation. Likewise, handing out 222 MBA diplomas in March at our MBA and EMBA graduation ceremony at the Beurs-World Trade Center in Rotterdam, and last December attending the graduation ceremony of more than 600 MSc International Management/CEMS students in Lisbon, Portugal, were both notable events.

I have witnessed the success of the worldwide MSc International Management/CEMS programme. I think its success is, in part, due to the synergy between CEMS corporate partners providing valuable internships to students, and how quickly they recruit them. This contributes to the programme's high value and excellent standing (it is globally second in the *Financial Times* 'Master in Management' ranking) and is a model for our other programmes.

Based on all FT rankings of 2011, RSM holds 7th place in the *Financial Times* Meta-Ranking of European Business Schools, once again authoritatively stamping our claim to a place inside the European Business School Top 10. Our unique approach to leadership, our broad portfolio and our international focus, have helped us to remain firm, and this makes me very proud.

I hope you enjoy discovering our progress in this issue of *RSM Outlook*.

Prof. Steef van de Velde

Dean
Rotterdam School of Management
Erasmus University

NEWS FROM RSM

NEW CHAPTER FOR ONEMBA

A new OneMBA Alumni Association chapter for Europe, Middle East and Africa (EMEA) met for the first time in March. It aims to support alumni in enterprises operating 'sustainably and responsibly' from Denmark to South Africa.

Around 30 alumni gathered for dinner and to hear presentations by Dean Steef van de Velde, Corporate and Alumni Relations Director Connie Tai, OneMBA alumni board President Roslyn Layton, RSM Associate Dean of MBA programmes Dianne Bevelander, EMEA Chapter President Celia Sikorski, and board member Martien Kroeze.

Topics discussed included the value of networking and lifelong learning, and the growing need for enterprises to operate



sustainably and responsibly. Martien Kroeze offered that the social aspect of alumni networking is an important and highly-motivating factor. 'These two aspects - of friendship and lifelong learning - are intertwined. They make us more willing to learn from one another, share our val-

ues, and challenge one another,' he said.

'The alumni association is about more than making its members better business people,' Martien said. 'About 15 per cent of our members have left their corporate jobs to work in places that benefit society or promote sustainability directly. This is about the greater good and we want to support them as they take that step.'

The OneMBA group has four get-togethers a year in locations all around the world, and will have a job bulletin board and a chat area on its dedicated website.

WEB www.rsm.nl/onemba

MBA GRADUATES URGED TO 'GO FOR IT!'

Steef van de Velde, Dean of RSM, told the school's new MBA and Executive MBA to 'go for it!' during their March graduation ceremony at the Beurs World Trade Center in Rotterdam, where 222 graduates from more than 40 countries were presented with diplomas.

The Dean's words echoed pre-match instructions given to the Dutch national football team by manager Bert van Marwijk before one of their decisive European championship matches last year. 'Like Bert van Marwijk, we are fully confident that you will excel and enjoy the game, play it with passion, and play it fair and square,' said the Dean, who hopes graduates will be proud alumni and 'radiant ambassadors' of the school.

On the Dean's Honours list were: Bastiaan Nieuwdorp, Serkan Nalbant, Richard Keijzer, Raed Karame and Mark Verbakel from the EMBA 2011 class, and Derek Feldshuh, Jan Illerhues, Gregory Saive, Mitchell Abeln and Harro de Vries from the Full-time MBA 2012 class. Bastiaan Nieuwdorp and Serkan Nalbant received Honours with Distinction.

Two graduates received the Beurs World Trade Center Leadership Award: Alex Dalley (FTMBA2012) and Richard de Keijzer (EMBA2011) each received €2,500 from Jolande Huijers, Director of the Beurs World Trade Center.

Welcoming the new graduates to the RSM Alumni network, Digital Strategy and Internet Economics Consultant and



OneMBA alumna Roslyn Layton said she hoped they would put their skills to good use by developing business practices aligned to corporate sustainability and a global education.

EMBA2011 graduate Derya Cullum and FTMBA2012 graduate Assem Memon gave farewell speeches around the theme of co-operation and said that the year's graduates were not 'business sharks'. Instead, they were 'business dolphins' – fun, intelligent and collaborative.

LATEST RESEARCH INSIGHTS PUBLISHED

The latest issue of *RSM Insight* contains informative, research-based articles for busy executives. Topics addressed in this, the latest issue, include: the value of ecological sense-making in understanding climate change; the changing role of consumers in new product development; why firms go

public, and how ethical leaders can serve as role models.

RSM Insight can be read and downloaded free of charge at: www.rsm.nl/insight



SHATTERING THE GLASS CEILING

The European Business Schools/Women on Board initiative has published a first list of more than 3,500 board-ready women executives. This has been done in support of European Commission Vice President Vivian Reding's initiative to shatter the glass ceiling for women in Europe's publicly listed corporation's. RSM's Dianne Bevelander, Associate Dean of MBA Programmes (pictured), is among the women leading the group. The list includes profiles of 150 senior executive women who publicly support Commissioner Reding's initiative, in addition to thousands of alumnae, faculty, and board members of European Business Schools – including 150 from RSM.



RSM OUTLOOK NOW 100% RECYCLED!

We are pleased to announce that commencing with this issue, *RSM Outlook* is printed on recycled paper. Cocoon Silk from Arjowiggins was selected as the preferred stock as it is a coated recycled paper manufactured using a totally chlorine-free process. It is also certified as FSC 100 per cent recycled. Cocoon Silk meets the same performance standards as non-recycled paper and offers excellent printability and whiteness. It has an exceptionally high quality surface, which brings out the best in printed images.

THE INSURANCE COMPANY OF THE FUTURE

A multi-year co-operation project between the Dutch Nationale-Nederlanden insurance company, RSM and the Erasmus School of Economics (ESE) began in March with the aim of researching 'the insurance company of the future'.

The insurance market is a dynamic sector marked by changing consumer demand, increasing legislation, new competition and busi-



ness models, plus a growing role for technological innovations such as mobile internet and social media.

The project will focus on bringing new understanding in the areas of: customer-orienting the organisation of company activities; digital platforms; e-marketing; pensions, as well culture and change management. Tom Kliphuis, CEO of Nationale-Nederlanden (pictured) said:

'This joint effort will give us a fresh outside-in perspective and help us to learn more about the customer of the future. The interaction with RSM students can contribute to developing and testing academically supported new ideas.'

'Teaming up with Nationale-Nederlanden will allow our students and researchers to thoroughly examine the dynamic insurance industry, learn from real-world experience and collect empirical data that will be useful for future research,' said Dean Steef van de Velde.



DRINKING A TOAST

Wine expert Keiji Sawa (MBA13) led a tasting event for around 70 students, alumni and staff in February. Six wines from five regions of France, each reflected the grape varieties and the soil in which the vines are grown, were sampled.

'I want to organise wine seminars to share my experience of wine culture. In each seminar, I ask someone to become a speaker for his or her country and share a wine story reflecting a country, region or personal experience,' he said. 'By the end of this year, The RSM Wine Club could be an international culture exchange centre!'

ADAPTING TO NEW WORLDS OF WORK

RSM has collaborated in the development of a new online toolbox, the purpose of which is to help Dutch companies understand the process of change involved in embracing the concept of 'New Worlds of Work' (NWoW, or in Dutch Het Nieuwe Werken).

Offering a range of practical tools and instruments by which managers can evaluate the effect of initiatives at certain points in time, and for making fact-based strategic decisions. Many of the tools and instruments can be downloaded directly from the website.

WEB www.hnw-toolbox.nl



KNAW GRANT FOR STORAGE SYSTEMS RESEARCH

Two researchers including René de Koster, RSM's Professor of Logistics and Operations Management, have received a €48,000 grant to solve the problems of storage systems in the crowded conurbations of China and the Netherlands. The grant comes from the China Exchange Programme of the Royal Dutch Academy of Science (KNAW), which stimulates scientific co-operation between China and the Netherlands. It will help the researchers to meet two objectives: first, to propose optimised storage policies for locating loads, which will minimise system response times in compact autonomous storage systems. Second, to propose scheduling algorithms for optimal movement of loads with minimum operational costs.



EVERYONE'S A WINNER

Each member of the 122-strong RSM Marathon Team had a special reason for taking part in the ABNAMRO Marathon Rotterdam in April, whether running 5km, 10km, or the full 42.195 km through the streets of Rotterdam. The team, organised by RSM Corporate and Alumni Relations (CAR), pledged to 'Keep RSM Running Strong' by raising money for the RSM Annual Fund. Fastest RSM runner in the marathon event was Jorge Herrera Lozano (FTMBA2013) with a time of 3h 38m 05s. Closely behind was Shara Darr (MScGBSM2012) at 3h 39m 34s. Fastest RSM runner in the 10km event was Sjoerd Diepstraten (MScA&C2012) (39m 21s). Fastest RSM runner in the 5km event was BSc & MSc Admissions Project Manager, Carina Bravo Plancarte (25m 31s).

RSM CHARITY SELLS OFF DEAN

More than €11,000 was raised for the RSM International Charity Foundation by alumni, OneMBA, EMBA and Full time MBA alumni and RSM staff over the past year, boosted by a charity dinner in February, sponsored by Nidera and SKF

'Top sellers were a two-day RSM strategy course, a whisky-tasting evening for eight, and a weekend in Normandy,' said Joep Elemans, Director of the MBA Career Development Centre and Charity Foundation board member. 'We managed

to sell the Dean a total of five times – including his services for a two-hour beach volleyball clinic!'

The money raised will be donated to Downside Up, a charity supporting children with Down's Syndrome in Russia, and Pathway India, which provides comprehensive care for children. The next fundraising and social event is on Sunday 21 October.

For more details, visit
WEB www.rsmcharity.nl

I WILL MAKE THAILAND A FORCE
IN THE FINANCIAL WORLD
ThanawatRungruangthip, Thai
Student, MFM



CORPORATE WOMEN INVITED TO CLIMB WITH RSM

Following the success of the women-only Kilimanjaro MBA leadership elective last autumn (reported in Outlook Winter 2011), Dianne Bevelander, Associate Dean of MBA Programmes at RSM, plans to send two groups - a mix of female MBA participants and corporate women - to Africa in 2012. Invitations have been extended to businesses keen to address the challenges experienced by women progressing into senior management.

For more information, email Hetty Brand-Boswijk [MAIL hboswijk@rsm.nl](mailto:hboswijk@rsm.nl)

RSM CDC BROADENS SCOPE



Growing demand for customised management teaching cases has resulted in the Case Development Centre (CDC) at RSM broadening its activities. CDC has written and published nearly 40 business cases since its inception in November 2008. The growing demand includes requests from RSM's Executive Education and Organisational Development department (EEOD) as well as external businesses, including multinational corporations.

Bas Koene (pictured), CDC Director since January 2011, says: 'Cross-institution joint projects are at the top of CDC's new agenda. We are connecting with interested parties and setting up

collaborations for writing, teaching and using business cases beyond their traditional business school environment.'

CDC runs a one-day workshop and coaches writers through the case writing process. The centre will expand its portfolio to include more finance, accounting and experiential cases, and evaluate the cases needed for RSM teaching programmes. Additionally, CDC aims to develop and present cases using multimedia and short films.

CDC's best-selling case A Grand Entrance? Li Ning's Emergence as a Global Chinese Brand won several international prizes. 'We are proud of our achievements,' says Tao Yue, CDC case writer. 'Now it is time to share our knowledge and experience with more people who can benefit from the case method.'

WEB www.rsm.nl/cdc

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MORE INFORMATION

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WBCSD APPOINTMENT

The World Business Council for Sustainable Development (WBCSD) has appointed Gail Whiteman, Ecorys NEI Chair in Sustainability and Climate Change at RSM, as its first Professor-in-Residence. The WBCSD is a CEO-led organisation with a desire to create a sustainable future for business, society and the environment.

As a sustainability expert with deep links to the scientific community, Prof Whiteman will provide academic advice and help set priorities for the WBCSD's work and executive education programmes. Said Prof Whiteman: 'I am delighted to accept this position. The WBCSD is the leading industry organisation on corporate sustainability and its president Peter Bakker is an inspiring leader. I am honoured to be able to help him accelerate the pace of sustainable change within the private sector.'



PHOTO EXHIBITION RAISES FUNDS

A thought-provoking photographic exhibition at RSM marked a sorrowful anniversary for the Japanese community in Rotterdam during March.

Japanese photojournalist Kei Sato has reported extensively on the area of the country devastated by the tsunami of March 2011 since he lost his mother to the tragedy. His exhibition of photographs 'The Will for Tomorrow' showed how areas have changed since the earthquake and tsunami.

The exhibition was organised by four Japanese Full-time MBA students: Ayumi Kimura from Tokyo, Chiori Takesue from Kamakura in Kanagawa Prefecture, Keiji Sawa from Kawasaki, also in Kanagawa;

and Yujiro Katsura from Kagogawa, Kobe. The exhibition organisers secured sponsorship from Nikon Europe BV, with the assistance of alumna MBA11, Yuli Kim from Ueno, Tokyo.

The students continue to support the future of the tsunami-affected community with sales of the photographic images, and by requesting donations. Proceeds go to Kosodate-ship, an organisation offering support for mothers and families with babies up to a year old in Japan's Iwate prefecture. **The organisation's website is** www.kosodate-ship.org (in Japanese) but anyone wishing to donate can also contact MBA student Ayumi Kimura akimura@mba13.rsm.nl.

ERIM UPHOLDS SCIENTIFIC INTEGRITY

An ERIM symposium in Rotterdam on 21 May discussed useful guidance and support for the long-term academic career progress of its members with regard to best practices for data management.

The event was organised in response to recent incidents of scientific misconduct, but also demands from bodies such as NWO regarding data access and the expected updating of codes of scientific conduct

including those of VSNU and ESF. The symposium addressed the entire process of collecting, processing, analysing, archiving, re-using and providing access to research data. Working groups within ERIM

have already started to identify a set of minimum and best practices for specific research strategies. These practices will be further developed and disseminated through academic programmes.

RECYCLING BLOOMS

Three MSc International Management/CEMS students from RSM took part in the seventh annual *Turning Technology into Business* event at the European Space Agency (ESA). Estelle Tanner, Rafal Domanski, and Sümer Uysal worked on a theoretical business case for FloraHolland, the world's largest flower auction, and presented it to a jury.

The students formulated an idea whereby waste from the flower auctions could be recycled and sold as organic fertiliser to flower producers. Coming into contact with space engineers and scientists at ESA has encouraged the students to use their business and management knowledge to develop the market potential of a variety of technologies.



GOODBYE, CONNIE TAI

RSM said farewell to Connie Tai, Director of Corporate and Alumni Relations (CAR) at the end of April. She was responsible for launching CAR and over the past three and a half years introduced a portfolio of initiatives that have helped to strengthen the alumni network and deepen relationships between the business community and the school.

These initiatives include the Leadership Summit, the *Journeys with Erasmus* series of debates, the RSM Annual Fund and the school's participation in the Rotterdam Marathon. Behind the scenes, CAR has worked with a number of faculty members and RSM Centres of Expertise to connect their research with the business world;

established internal networks to co-ordinate corporate relations across the school, and increased its support for the work of the RSM Advisory Board.

The testament from Theo Backx, RSM's Executive-in-Residence, will resonate with those who have worked with her: 'Connie is a pleasure to work with. She has a gentle personality and outstanding commitment, and without a doubt, her professional attitude and ethics have made her a valuable asset for the RSM organisation.'

Echoing those sentiments, Dean Steef van de Velde said: 'Connie has brought an energy and dynamism that



has allowed Corporate & Alumni Relations to make great progress. She has brought about huge changes in a short time frame, and leaves us with a long-term view that we will continue to pursue for years to come. I can't thank her enough for what she has given to RSM, and wish her the very best for her future.'

iwill.rsm.nl

I WILL INFUSE SUSTAINABLE IDEAS INTO MY COUNTRY

Paola Gutierrez Watts, Mexican
Student, MBA12 / Winner I WILL Award 2012

Rotterdam School of Management, Erasmus University



AN AFFINITY FOR ALUMNI

Soon a new avenue will be available to alumni through which they can reap the considerable career and social benefits afforded by RSM's global community. Connie Tai, Director of Corporate & Alumni Relations explains. **Text** Rebecca Morris

RSM's alumni community is now 20,000+ strong. Its members span every imaginable occupation and industry. In cities as diverse as Shanghai and Copenhagen, former RSM students meet in local chapter groups to keep their part of the RSM network alive. In a community this large and this global, the potential value it can offer its members is significant.

Alumni are already connecting in groups based on programme or location. Now, 'affinity groups' will connect alumni through industry - cross-sectioning all programmes, age groups and locations. Connie Tai, Director of Corporate & Alumni Relations outlines the unique benefits offered by Affinity Groups and explains why alumni should be interested in learning more about them.

How is an affinity group different from a local chapter or other alumni group?

Affinity groups are not based on location, programme or career stage. Alumni from

every programme can be represented on the committees of these groups. What they will share is a connection with a specific industry, albeit in a wide variety of very different ways. Another key difference is that, unlike other alumni groups, affinity groups will be driven entirely by the alumni themselves.

What are the benefits of having alumni run the groups themselves?

Having alumni in the driver's seat will mean that alumni can decide for themselves what their needs are and how best they can be met, as opposed to us trying to anticipate and meet these needs for them. We will offer support with logistics and so on, but they will shape the agenda and decide how often they will meet, what events they will hold, and what value they will offer the rest of the alumni community.

Who initiated the move to form industry-specific groups?

We have discussed it amongst ourselves for some time. We have also had alumni express interest in establishing industry-based groups. However, it was a question of timing. First, we had to create a centralised office to represent what were formerly very separate alumni communities. While programme-specific communities are still very important, we are now at the stage where we can establish new ways to connect our alumni. People have a lot to gain from connecting to others working in their same industry.

Which affinity groups have already been established?

We are currently in the process of establishing three affinity groups - one in energy, one in finance and one in supply chain management. We chose these groups based on the careers of our alumni. We also have very active and high-profile academic departments in these areas, which means the faculty members on the committees will be able to offer a great deal of value. Our own Dean's background is supply chain management, so it will be useful for the alumni to have the Dean on their committee. Each group will have between four to six committee members who are alumni, and one faculty member from RSM.



“ A key difference is that affinity groups will be driven entirely by alumni themselves.”

Connie Tai, Director, Corporate and Alumni Relations

Will these industry-specific activities be open to the entire alumni community?

Yes. In the past, alumni activities have been primarily targeted exclusively to individuals from a particular programme or in a particular location. Affinity groups will be open to all alumni from RSM although only those interested in that industry will be likely to take part.

Where do you see the value in affinity groups for alumni?

A great deal of knowledge sharing between alumni in these industries will take place thanks to affinity groups. Alumni from different companies will have a unique, safe platform to discuss and compare notes with peers from other organisations. There is also a lot of scope for possible partnerships forming through this kind of interaction. And of course, these groups bring alumni access to the cutting-edge expertise of the faculty members involved, which is not something business people can tap into everyday. More information on RSM's affinity groups will soon be communicated via our monthly newsletter. ■

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TURNING IDEAS INTO ACTION

RSM's I WILL Award has proven to be a great success. With more than 80 entries received, deciding which idea was the most worthy turned out to be a challenge in itself!

Text Justine Whittern

Making business – and business education – an instrument of positive change is the aim of RSM's forward-thinking I WILL movement. More than 2,000 people from RSM's diverse community of alumni, international students, faculty, business leaders and staff have 'liked' its Facebook page and have made their own I WILL statements, which can be seen online.

Last October, I WILL launched a competition to find a 'big idea', one that demonstrated a combination of willpower, ambition and a desire to be instrumental in creating change. The winning idea was chosen in March 2012.

“The ideals behind the winning and shortlisted proposals highlight exactly what we want to accomplish with the IWILL movement.” Steef van de Velde, Dean, RSM

Helping people to help people

E-business specialist Carlo Cronauer and manager for non-profit organisations Paola Gutierrez Watts, who both graduated from RSM's MBA programme this spring, won €15,000 of funding to help develop their CroMiDo plan, which allows people anywhere in the world to help another



Paola Gutierrez Watts and Carlo Cronauer receive their prize from RSM's Dean, Steef van de Velde.

person in need by sending micro-donations by mobile phone. 'The system is simple, immediate, and transparent and can even be used to pay electricity or water bills directly on behalf of the person in need,' Carlo explains.

The system uses a unique and intelligent algorithm to rank people in developing countries in order of need. It uses technology similar to a social media platform, allowing members of a local community, aid workers and even tourists to 'rate' potential recipients according to their need of financial support.

This approach allows monitoring through a web interface and gives instant feedback to the donor. It delivers small donations directly to mobile phone accounts, making use of the buying power of a single Euro compared to local currencies and local incomes.

Use of mobile phones is widespread – and growing – in some of the least developed nations, and while there is



already a system for transferring credits between users who are in the same country, Carlo and Paola's innovation is one of the first to enable international benefactors to send micro-donations by mobile phone directly to recipients.

First steps after winning the award were to register the CroMiDo organisation, to put together an advisory board and finalise strategies, as well as to continue to develop the CroMiDo.com website and gather followers on its social media network, through Facebook, Google+ and Twitter.

News of the CroMiDo win roused almost instant interest from organisations with similar operations. The Dodore Foundation in the Netherlands, which already sends monthly donations to recipients in Kenya via the M-Pesa system of transferring credits via mobile phone through its *geefsimpelweg* website, approached the CroMiDo team to discuss a partnership.

'We can make use of their M-Pesa system for our prototype; it means we don't have to start from scratch,' said Carlo. 'They were interested in our ranking algorithm, and rather than competing, we think we can profit from each other's know-how by running our projects in parallel.'

The prospect of a Dutch partner organisation has smoothed the way for CroMiDo to base itself in the Netherlands. 'We were planning to set up in Switzerland because none of us speak Dutch, making official paperwork difficult,' said Carlo, a Swiss national. 'But having a Dutch partner means we can make use of their foundation status in the Netherlands. This looks like an ideal win-win situation, will help bring on the project even faster.' Carlo expects the CroMiDo system to be active by this autumn.

In a year's time, the CroMiDo team hopes to be forwarding micro-donations to Kenya, and receiving donations from the Netherlands, Switzerland and Germany. 'We also hope to start expanding into North America,' said Paola.

But while the €15,000 prize money gives them a great start – covering initial set-up costs and travel to Kenya to see how the system works in practice – other backers are still needed. 'The I WILL Award has given us a great start but isn't enough to put the whole plan together. We are looking for more partners or sponsors,' said Paola.

Carlo and Paola had stiff competition: there were over 80 entries, two of which were shortlisted. Dean of RSM Steef van de Velde said that the ideas behind all three proposals were exactly what the I WILL movement was intended to accomplish, with each demonstrating compassion, teamwork, innovation, pro-activity, professionalism, idealism, ambition, and the four core values of RSM; innovation, critical thinking, sustainability and spirit. ■



Runners-up

WE WILL build a home and a future for 300 orphans

A team of 10 IBA and pre-master students from RSM's STAR study association plans to make a trip to Bandipur in Nepal this summer to spend three weeks building and furnishing an earthquake-proof school in a remote village, whilst also teaching reading and writing to improve the villagers' prospects for beating widespread poverty in the region.

RSM World College

Merel Kemperman and Nina Claessens, two of a team of three RSM MSc students – with absent team member Nina Tromp on an exchange in Brazil – told the selection committee of their plans to share knowledge with less fortunate students in developing countries by creating a virtual college providing free educational content originating from RSM and its students.

The virtual business school would offer short educational movies to students between 15 and 25 who were unable to afford access to higher education, on subjects ranging from the simple principles of supply and demand to more demanding topics such as finance. The project would make use of RSM faculty in an advisory capacity to guarantee the quality of programmes.

WEB

www.CroMiDo.com

www.IWILL.rsm.nl

www.facebook.com/iwillrsm

BUILDING ON AMBITION

RSM always takes great satisfaction in seeing its students step out into the world, growing ideas hatched at the school into cutting-edge businesses. Continuing in our series, we look at two more examples of students and alumni who have turned the business knowledge they acquired in the classroom into real entrepreneurship. **Text** Tim Skelton

BrainStax

Brainstax, the brainchild of four EMBA alumni - Gerard Struijf, Anton de Nijs, Jurrien van den Akker and Jiri Skala – launched in 2008. It creates innovative products and services by combining the talents and experiences of its founders with the insights of young professionals.

The current star project is WhomToCall, an iPhone app that matches LinkedIn updates and suggestions from contacts with your phone's address book, so you can see whom you need to call and why, all in one handy location. It also allows you to take notes about your conversations.

In choosing RSM, all four entrepreneurs shared a common vision of wanting to build a successful business. 'We arrived with different areas of expertise, but during the MBA found we created synergy when sharing our insights and explaining our motivations,' Gerard Struijf reveals. This synergy encouraged them to set up in business. 'After two years studying, we realised we complemented one another. So we decided to capitalise on our ideas.'



Anton de Nijs conceived WhomToCall. 'He was in a traffic jam; a good time to make a few calls,' Gerard explains. 'Scrolling through the names on his phone, he thought it would be great if you knew who you actually needed to talk to without having to check your email or voicemail.' Nevertheless, turning this into a successful product required something more. They decided to work with young media, technology and marketing students to develop a strategy. 'Generation Y grew up with smartphones

and social media, and it proved a good combination. We helped them with our experience, and they provided an 'eager youngster' perspective.' WhomToCall was a hit - in 2011 it won an award for best B2B (business-to-business) app in the Netherlands.

Where does BrainStax go now? The company is working on several new projects. One, a 'hybrid bookstore', allows customers in a physical shop to browse eBooks freely on tablets or eReaders. However, on leaving they must pay to continue reading – a potential source of revenue for bookshops. They are also working with De Rechtspraak, the Dutch judiciary, providing 12,000 staff with an iPad address book app. 'They've received lots of attention from government organisations for the way they've turned the iPad into a productivity tool - and our app plays a key role in this,' Gerard says.

However, it isn't all suits and ties. Their latest app concept is designed to get you your beer faster when you're on a terrace this summer, boosting

“ We won't rest until we've built a profitable organisation... one that generates fun and is a great place to work!” Gerard Struijf, co-founder, BrainStax



EMBA student Niels Braamse: striving for a healthy, profitable, green company that adds something to the world.

profits for restaurants by reducing waiting times. 'We won't rest until we've built a profitable organisation that utilises technology to drive customer experience,' Gerard says, 'but also one that generates fun and is a great place to work!'

Kyotolease

EMBA student Niels Braamse works in his family's business, Kyotolease, supplying green vehicles (run on electricity or biofuels) to business clients. He was drawn to RSM when he saw how well MBAs are perceived in the Netherlands. 'I learned a lot about business, and met many interesting people from around the world. It helped me find what I wanted to do in life,' he says. 'My Masters (Global Business and Stakeholder Management) also taught me about green business and corporate social responsibility.'

Kyotolease began in 2002, by testing a SEAT converted to run on vegetable oil. 'My father wanted employees at his IT company to drive green cars,'

Niels explains. 'This wasn't possible through any existing lease company, so he started one.' The company is funded by Triodos bank, which makes it unique in the leasing world as it is the only one supported by ethical funding. Niels joined when just 16. 'The first job I did was paper shredding! Now I'm in sales and marketing, among other things.'

Having already worked at Kyotolease, Niels was keen to test the theory he learnt at RSM. 'The scientific approach is useful for understanding the world and finding solutions to problems, but practical thinking is also good,' he says.

Balancing work and study was not always easy. At the office, classmates would call about study deadlines; and when with them Niels had urgent jobs for Kyotolease. He admits it was sometimes difficult to keep the two worlds separate, and it required creative planning. 'For me it was important to provide a high-quality service to customers, but also to enjoy student life. I think I managed it well!' he says.

As well as being financed by Triodos, the bank is also a customer. Others include Utrecht-based Greencab (the Netherlands' first electric taxi service), and the city of Nijmegen, which runs a CNG (compressed natural gas) fleet. 'It's nice to have customers from the 'green' world,' Niels says, 'but we also have some from 'normal' business areas. Most are idealists who want zero emissions.'

Niels wants Kyotolease to be involved in more social projects (the company already runs an internet café in Ghana and offers microcredit financing there). 'Of course, these have to fit our vision. We're striving for a healthy, profitable, green company that adds something to the world, rather than a product with the biggest potential to maximise profits. That gives me job satisfaction.' ■

WEB

www.brainstax.com

www.whomtocall.com

www.kyotolease.nl



TAKING A GLO

Ruth Carnie is Executive Vice President, Strategy and Planning at Royal Dutch Shell, one of the biggest corporations in the world. As such, she is uniquely placed to understand the forces driving the increasingly urgent global need for sustainable energy and the factors that may determine whether we find solutions sooner rather than later.

Text Russell Gilbert

A theoretical physicist in the field of Cosmology by training, who better to put into perspective the vexed questions surrounding the global energy challenge than someone with an eye for the bigger picture?

Ruth started her commercial career at Shell developing mathematical models that helped provide insights into fuel performance and potential incidents. A move into machinery engineering, including the auditing of North Sea production equipment design, necessitated travel to numerous European countries.

An inevitable transition into management, stimulated by a desire to move into what she describes as 'the business end of doing business', saw her grow professionally and personally within the organisation. At the heart of her career choices, she says, is the ability to apply her analytical background and scientific discipline in very practical ways.

Successive management roles, including Global Business Development Director for Shell's aviation fuels business, established a key area of expertise. Ruth explains this as: 'How to get the organisational benefits of operating across countries – commonalities, standardisation and sharing best practice, for

example - whilst at the same time, taking an operational approach that ensures motivation and the freedom to act for those at the local level.' Achieving this, she firmly believes, is 'one of the biggest challenges businesses face in our globalised world.'

In April of 2011, she took on the role of Vice President, Group Strategy and Competitive Intelligence, and then progressed to Executive Vice President, Strategy and Planning. Her broad remit includes understanding the external environment as it relates to Shell, identifying long-term trends the businesses will face, and setting the strategic direction of the Shell group on a 10-year timeframe, from which two-year operating plans are developed.

Advising RSM

Privileged access to top-flight corporate experience and expertise is undoubtedly desirable for RSM as a top-flight business school, but how does this translate in practical terms? 'Just by being someone who is outside of RSM means that I can bring a different perspective, and particularly a business perspective,' she says. 'Exactly as Shell needs to understand and respond to changing business realities across the world, so RSM also has to make sense of the



BAL VIEW

forces and trends that may become important to it in the future. I can help in this.'

Cairnie also believes that her experience in formulating and implementing strategy can translate positively in helping RSM determine its goals and strive for them. Strategies, she advises, have to be focused: 'Strategy cannot be conceived in some sort of management ivory tower: it has to be relevant and linked to what is happening on all business fronts.'

Her life as a senior corporate executive brings other benefits to RSM: 'My experience of living and working in a number of countries and cultures will, I hope, also prove valuable to a school as internationally minded and culturally diverse as RSM.'

Future energy scenarios

A clear understanding of the changing nature of energy markets, the drivers responsible for them, and possible future scenarios, are essential for Shell as a business. Compared to how it looks now, the forces at play currently mean that the energy sector will look very different 30 or 40 years into the future.

Cairnie explains: 'How you respond to changing scenarios, and just as crucially, when you respond to them, very much determines

future success. It is with these points in mind that we developed the *Shell Energy Scenarios to 2050*.'

Two possible scenarios are identified by Shell that describe how energy markets may change in the coming decades based on how the world responds to the challenges it cannot ignore. There are fundamental drivers in both scenarios, described ominously as *hard truths*.

'The first driver we have to accept,' she advises, 'is that rapid population growth and rising prosperity in developing countries is creating a massive increase in energy demand. By the middle of this century, the world's population will increase by another two billion.

'Parallel to this growth is rapid urbanisation: at present just over 50 per cent of people in the world live in cities, but this figure will rise to 75 per cent by 2050. This equates to the development of a city of a million people every week for the next 30 years.'

Increasing urban activity and a growing middle class with the desire for goods and services will add to the drain on already under stress energy resources. As an example, there ▶

“Strategy cannot be conceived in some sort of management ivory tower: it has to be relevant and linked to what is happening on all business fronts.”

Ruth Cairnie, Executive Vice President, Strategy and Planning, Royal Dutch Shell



are currently 800 million vehicles on the world's roads and by 2050, there could be two billion.

'What we are witnessing,' she points out, 'is an unprecedented acceleration of energy use as a significant number of non-OECD countries go through an initially very intensive phase of economic development. As a result, energy demand from the beginning of this century to the middle of it will double, and if demand is not managed it could be even higher!'

The second driver is that to supply the increasing amounts of energy needed by the world requires enormous investment: the International Energy Agency (IEA) estimates that between 2011 and 2035 the world will need to invest US\$38 trillion just to keep up with demand.

According to Cairnie, meeting these needs will require unprecedented demand moderation and equally unprecedented supply acceleration. Unfortunately, and here is the third driver, a consequence of increased energy usage is a corresponding increase in emissions. It is therefore a dual challenge: how to meet the extraordinary demand for energy and address climate change at the same time.

'Improving energy efficiency is one answer,' proffers Cairnie, 'and we believe that there is great potential for this. However, to stimulate that investment, the right incentives and drivers are needed. A very important contribution to future supply will come from alternative and renewable energy sources. There is currently much stimulus in accelerating the development of renewable energy - solar and wind power for example - the production capacity of which is increasing in countries such as China.'

However, she also adds a note of caution saying that considering the global nature and sheer scale of the energy sector, it will still take decades before effective solutions and practical alternatives lead to dramatic increases in renewables' share of total energy.

Working together

To make genuine progress requires involvement and commitment from governments, industry, and society globally: 'The solar energy industry serves as a useful example of what I mean,' she says. 'Solar power technology has been under development for a long time and associated costs have come down quite dramatically. In part, government policy, particularly in Europe, has served to stimulate both the technological development of solar power and the uptake of it by society.'

However, encouraging local power generation creates logistical and financial challenges, with existing grids being designed around central power plants. Higher than predicted uptake of solar panels, stimulated by subsidies made by the governments of Germany and the UK for example, has led to stresses in balancing loads as well as financial consequences.

Victims of their own success, an unexpected consequence is that the burgeoning, government-subsidised solar power markets are over-populated with suppliers. With subsidies cut, many of them may well go out of business.

'This reinforces how interconnected the whole energy system is,' Cairnie observes, 'and why co-ordinated efforts and joined-up thinking between government, industry and society is paramount if change is to be successfully achieved.'

Multiple challenges

Finding energy solutions is but one part of a broader challenge driven by growing populations and economies, Cairnie says. 'Since the publication of the *Shell Energy Scenarios to 2050*, we have recognised that the stresses being made on our exhaustible natural resources such as water, land, heavy metals and ores. They pose further threats and are strongly inter-linked. 'It is possible,' she warns, 'that the management

of some of these increasingly scarce resources could have a negative effect on the drive to make better use of energy. Moreover, competing stresses may manifest themselves. For example, if a practical solution to managing a local water shortage results in the production of more greenhouse gases.'

efforts to address climate stresses until it's too late. However, our expectation is that major climate events would eventually spur collective action globally, albeit reactively.'

Given circumstances today, is one scenario more likely than the other? 'Looking at what is happening around the world



“ Co-ordinated efforts and joined-up thinking between government, industry and society is paramount if change is to be successfully achieved.” Ruth Cairnie

The point is that the challenges aligned to energy issues cannot be taken in isolation; problems and solutions intertwine in complex ways, which mean that managing and optimising systems is in itself a major challenge.

Blueprints and scramble

In developing Shell's long-term scenarios, the purpose is not to state categorically that either of the two presented will come to be by 2050. Rather, the goal is to explore what might happen, and how, and to assess the robustness of different strategies when played out in these scenarios.

Cairnie explains that: 'The two key scenarios we call Blueprints and Scramble. In the Blueprints world, cohesive global efforts to tackle climate stresses are proactively developed and agreed: cross-governmental efforts lead to early commitment to take decisive action.'

In the world of Scramble, political divisions and isolationist policies come to the fore. 'It is a world where individual governments consider their own energy security as a priority,' she says. 'In this scenario, there are no concerted

currently, there is evidence of both scenarios evolving,' she observes. 'General progress in climate negotiations is not happening as strongly as many would like. Cross-government alignment is lacking and so too is real commitment towards developing a way forward.'

On the other hand, Cairnie points out that some progress is being made: 'Countries are increasingly signing up to voluntary CO₂ reduction measures - although much of the motivation for action may be driven more by the need for domestic energy security. I believe that governments individually do comprehend that climate change is a global problem, but the stark reality is that it is very difficult for one country to act alone with any real effect.'

Optimistically, Ruth expresses faith in the strength and character of human nature. 'Even though the energy challenges faced by the world connect directly to our expanding economic development and the stresses we place on our limited resources, there is one critical factor that we must not overlook: history teaches us that humankind is often at its most inventive and innovative during times of great crisis.' ■

I WILL DELIVER UPON MY PROMISES

Janis Berdigans, Latvian Student, BSc International Business Administration

THE FUTURE FOR ENERGY MARKETS

Governments, businesses and ordinary citizens alike face an increasingly challenging energy scenario – with rising populations in developing economies, demand is in danger of outstripping supply. To help find real solutions a new research centre, the Erasmus Centre for Future Energy Business, has been established.

Text Catherine Walker

Finite resources of fossil fuels mean that renewables such as wind, wave or solar power will become a bigger and more crucial part of the energy mix, yet these sources are inherently less predictable and harder to manage in terms of balancing supply and demand and ensuring systems that are robust, efficient and reliable.

Against this backdrop, the Erasmus Centre for Future Energy Business was launched last October. But it is no sudden departure: over the past five years the Learning Agents Research Group at Erasmus (LARGE), led by Scientific Director Wolf Ketter, has become one of the world's leading research labs in energy markets and their management.

Developing technologies for the smart grid of the future, Ketter and his colleagues are using complex techniques from computing and artificial intelligence to simulate what our future energy markets might look like, and understand more about the dynamics involved. They are also examining how domestic, industrial and commercial use of power needs to change, both to reduce overall consumption and to use available resources more efficiently.



The research is generating important insights for industry and for policy makers. 'As the California energy crisis in 2000 demonstrated, failures within the electricity supply system can have enormous consequences for people's lives and livelihoods. This makes policy-makers understandably reluctant to commit to new and untested market designs,' says Ketter.

'With the tools we are developing,' he continues, 'specifically our Power TAC platform, which uses a combination of modelling techniques and real-world data – you can simulate what might happen within the system under various circumstances. We can look, for example, at the effects of policy changes such as taxes and incentives, the impact of external shocks on the system's overall stability, or how rapid technological changes affect the infrastructure.'

Corporate funding

The work of both LARGE and the new centre is attracting attention from a growing number of companies within Europe, and at the start of this year came the news that a multinational in the consumer electronics

industry is to fund a major programme of work at RSM.

The substantial funding over the next four and a half years will support research and development at RSM in two main areas. A major part will go to the Erasmus Centre for Future Energy Business, financing several collaborative research projects between the company and the centre as well as providing a PhD post and other development costs. Further funding will be invested each year in the Power TAC platform, supporting researchers at both RSM and at the project's six core partner institutions across Europe and North America.

Ketter is very excited about the new possibilities that this collaboration opens up: 'Having this support from industry is a hugely important step forward for us. Our research goes from a fundamental level – into algorithms, information systems, artificial intelligence – right up to applied research, where we can feed back insights into real industry products.'

'Because we have the capability to run specific new customer models using real-world data from the company, we can generate "what if" scenarios for the future, using insights from that research to come up with solutions, expose new potential markets and help drive innovation. It's innovation that involves cross-fertilisation between academia and business and tight collaboration – exactly what a research-led school like RSM should be about. We have already received a large grant from the EU, but this is the first industry collaborator with whom we want to use our Power TAC environment in this way.'

Modelling future markets

Power TAC (Trading Agents Competition) is central to the work of LARGE and the project has been developed in partnership with research groups at leading schools around the world. The major partner within the project is the University of Minnesota, where John Collins,



one of Ketter's long-term collaborators, leads the work.

The trading agents are pieces of intelligent software capable of autonomous decision-making. They are also known as learning agents because they have the capacity to learn and adapt to situations. Complex algorithms built in enable the agents to judge situations and reach decisions completely autonomously – in this instance, buying, selling and acting as brokers competing against one another within an energy market in order to derive maximum profits.

'They can do everything you would expect in a market: submitting bids, requesting quotes, negotiating deals and accepting offers,' says Ketter. 'They process information far faster than humans do, and their reactive capacity enables them to constantly monitor prices, set prices, and react instantaneously to ▶

Wolf Ketter: developing technologies for the smart grid of the future.

I WILL GO BEYOND THE
CONVENTIONAL NORMS

Vinay Shukla, Indian
Student, MBA'13

market changes. They can function as a kind of personal assistant, helping us make better decisions – particularly in scenarios where information changes very rapidly.'

One such usage for these software agents will be employed in the next generation of home energy management systems. More sophisticated than the current smart meters, these devices will enable certain appliances to be switched on when energy prices – determined by how much supply is available within the system – are most advantageous for the consumer.

'The idea of the smart grid is to expose energy users to the real costs of electricity,' explains Ketter. 'Currently most tariffs are either flat or two-parts where people have little incentive to change their behaviour. But with dynamic pricing, there's a chance to incentivise people to become more

also funding work by the LARGE group in which intelligent agents are used to support improved decision-making at the international auction centres it operates in Aalsmeer.

International competition

This summer, at the International Joint Conference of Autonomous Agents and Multi-Agent Systems (AAMAS) in Valencia in early June, the Power TAC competition will run for the first time on a completely open basis. Some 30-40 international teams from industry and academia will pit their agents against one another, then share results so that all can learn from the process and the underlying algorithms can be refined. Team-based competitions of this kind are, Ketter believes, a huge spur to creativity – advancing thinking in ways that could never be achieved within a single research lab.



“ Trading agents constantly monitor prices, set prices, and react instantaneously to market changes.”

Wolf Ketter

efficient in how they use energy – and ideally to shift their pattern of usage to when those renewable resources are available.'

The Power TAC platform offers a great deal of flexibility – with the potential to incorporate many different types of consumer or producer models in the future, and play through different scenarios. Moreover, although Power TAC's explicit focus is on energy management, the fundamental techniques being developed have many other potential applications, Ketter says. 'Many of the ideas are not necessarily domain-dependent. The best algorithms can also apply outside energy management.'

Some algorithms from a similar agent-based simulation, this one focusing on supply chain management, have already been adopted by companies such as SAP, Ford and Daimler for use in their own operations. Flora Holland is

The initial findings and insights from the competition will be shared with a wider audience as part of the first Erasmus Energy Market Forum to be held in Rotterdam on 15 June. At this special event, designed to become an important annual forum for networking, leaders from industry, academia and policy-making bodies will come together to debate the opportunities and challenges offered by smart energy. ■

Erasmus Centre for Future Energy Business

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ENERGY FORUM SHAPES THE FUTURE

The challenges facing the energy sector are unprecedented. Understanding this, the recently launched Erasmus Centre for Future Energy Business has organised an event to generate new insights and provide a holistic view on the forces reshaping the energy landscape. **Text** Russell Gilbert

Taking place on Friday 15th June at the Drijvend Paviljoen in Rotterdam's central harbour district, the Erasmus Energy Forum will provide an open and collaborative environment at which policy makers, industry leaders and academics can discuss some of the most pressing challenges facing the world today. The central theme is the reinvention of the energy landscape, and specifically how a sustainable retail energy business might be shaped for the future.

'Around 180 people from a diverse array of organisations and sectors are attending,' says Wolf Ketter, Associate Professor and Scientific Director of the centre. 'Key topics will include the prospects and policies for energy sustainability; innovations in technology for power generation and storage; the role for customers, and the search for investment capital.'

Forces shaping the energy sector are creating a new environment for businesses. As a result, Ketter, who will serve as chair, speaker and moderator at the event, predicts that many new companies will be established in the coming years as 'prosumers' (customers who are both producers and consumers of energy) and trading markets evolve.

He explains: 'In many respects what is happening in the energy sector is

very similar to the deregulation of the telecommunications markets about 20 years ago. Deregulation allowed new players to enter the telecom markets at all levels of the supply chain and transform the sector beyond recognition.'

Such a transformation will require new regulations, systems and procedures. Additionally, new challenges, such as how to ensure that there is a robust supply of energy, will need to be addressed. 'New ways of trading energy will bring challenges that have complex ramifications,' says Ketter. 'For example, as technology improves efficiency, the owners of wind turbines and solar panels will increasingly find that they generate more energy than they need and so sell the excess back to the grid.'

Whilst this is encouraging, Ketter points out that there is not yet an infrastructure in place to cope with this on any scale. 'In addition, there are legal implications, in areas such as intellectual property. Because of this, the legal profession is understandably keen to keep abreast of the latest developments,' he says.

Rotterdam leads the way

Alexandra van Huffelen, Alderman for the City of Rotterdam with responsibility for sustainable development in the city and its outdoor spaces, will give the opening address at the event, an indication of the

close collaboration between the city and RSM in addressing energy challenges.

The city authorities have taken a proactive approach to developing energy solutions. An example of this is the Rotterdam Climate Initiative (RCI), established with the Port of Rotterdam, the employers' organisation Deltalinqs, and DCMR Environmental Protection Agency, which has responsibility for the Rotterdam-Rijnmond region. The city has set itself the ambitious target of achieving a 50 per cent reduction in CO₂ emissions by 2025 and is striving to be the 'World Capital of CO₂-free energy'.

Says Rotterdam's Mayor, Ahmed Aboutaleb: 'Global population growth and ongoing urbanisation create political, social, economic and ecological challenges. These challenges manifest themselves mainly in our cities, and so it is in cities where solutions must be found. Initiatives such as RCI make Rotterdam a showcase of economic solutions for global challenges.'

Mayor Aboutaleb believes that cities are the engines of the future and that: 'We can only keep them running if we fuel them with an affordable, clean and reliable supply of energy. Rotterdam is leading in this field. The transition towards a sustainable energy system is essential for improving living conditions in the city on one hand and strengthening the economy on the other. Additionally, this transition provides business opportunities for the long term.'

For this to happen requires a progressive strategy, the cornerstone of which is, he says, 'to join forces with residents, businesses and institutions in order to reach sustainability goals.'



Speakers and panellists:

- **Alexandra van Huffelen:** Alderman for the City of Rotterdam with responsibility for sustainable development in the city and its outdoor spaces.
- **Erik van der Heijden:** Head of the newly established Smart Grid Division of Siemens in the Netherlands.
- **Jan-Philipp Gillmann:** Head of Renewable Energies for Commerzbank, with responsibility for the bank's activities in the renewable energies industry.
- **John Collins:** Principle architect, project manager, and co-leader with Wolf Ketter of the Power TAC project.
- **Markus Bokelmann:** Chief Financial Officer of E.ON Benelux.
- **Pieter van Essen:** Project director of Rotterdam's Climate Initiative and advisor to the Port of Rotterdam Authority board.
- **Baukje Oostenbrug:** Manager for New Energy, a business unit of Essent RWE responsible for developing concepts aligned to energy awareness, smart homes and smart markets.
- **Andreas L. Symeonidis:** Technical Co-ordinator for the CAS SANDRA project and the Software Architect in PowerTAC Consumer modelling.

“ The close co-operation between the city and RSM in developing sustainable energy strategies is the key... ” Ahmed Aboutaleb, Mayor of Rotterdam

In doing so, Mayor Aboutaleb is convinced that Rotterdam's focus on energy efficiency, recycling of residual materials and sustainable energy solutions will allow it to distinguish itself and set an example on the world stage. Looking at the bigger picture, he says that: 'The economic imperatives are clear. As global energy consumption continues to grow, energy efficiency becomes a necessity rather than a choice. The same applies to the use of sustainable energy technologies and the development of bio-based chemicals for which Rotterdam can become the European hub.'

As an integral part of the Rotterdam community, what role can RSM play in securing a bright future for the city? 'The close co-operation between the city and RSM in developing sustainable

energy strategies is the key in preparing future business leaders to lead these all-important changes,' he concludes.

Ketter agrees and points to the Erasmus Energy Forum and the Erasmus Centre for Future Energy Business as clear examples of exactly this. 'We look forward to collaborating closely with city authorities at the local level,' he says, 'whilst at the same time researching, debating and influencing at the global level.' ■

WEB

Erasmus Energy Forum:
www.erim.eur.nl/ERIM/Research/Centres/Energy/Erasmus_Energy_Forum

Rotterdam Climate Initiative:
www.rotterdamclimateinitiative.nl

LOCAL FORUM BIG DEBATE

Networking opportunities and a much-needed local forum for knowledge-sharing are just some of the benefits for alumni cited by committee members of RSM's new Energy Affinity Group. **Text** Rebecca Morris

Despite being the world's biggest market, few people can claim an in-depth understanding of the energy sector beyond what they read on the dynamics of the oil and gas market.

'Most people think of a wind farm or a solar park as more expensive than conventional power sources but this is simply not the case,' explains John Faye, Investment Director, PF Energy Investments at ABN AMRO and an RSM EMBA alumnus. 'If people had the right information they would view the sector, and particularly renewables, very differently.'

Alumni at RSM will soon have this opportunity thanks to the creation of an RSM Energy Affinity Group. The first of RSM's new industry-specific alumni groups (see article pg 14), the group's committee brings together five alumni from diverse roles in the industry as well as a faculty member from RSM.

With alumni in the driver's seat, what kind of benefits can we expect for the alumni community at large? The answer is everything from networking and a

platform for open discussion, to the more ambitious goal of giving RSM and its research a voice in the broader European energy debate.

'This is about growth through collaboration,' says committee member Leon Sijbers, Bedrijfskunde alumnus and a Business Manager, Smart Grid Europe, for GE Energy. 'We are all part of a bigger whole whether we are a customer or a vendor. The community at RSM is very large: we can achieve a lot if we want to.'

Why an energy group?

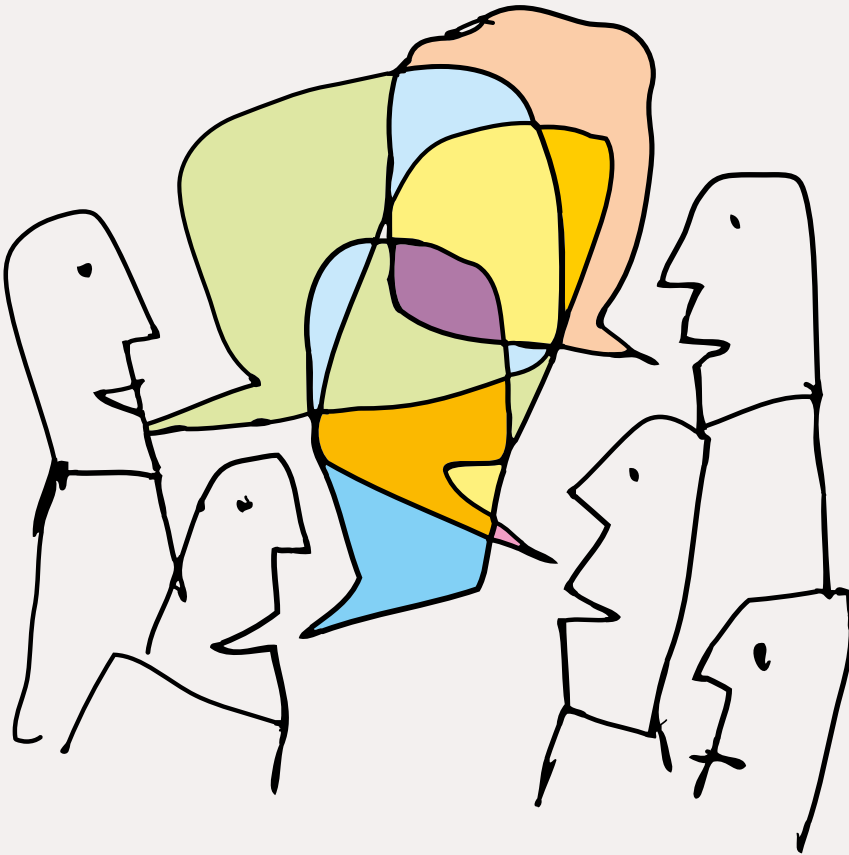
No local industry forum currently exists for the discussion of energy-related issues. Henk Smith, EMBA alumnus and the first to broach the possibility of an energy sector alumni affinity group, says: 'You speak to people from individual companies, but everyone is a little bit careful about what they say.'

As the General Manager of Area Europe & Russia for Smit International (SMIT Subsea provides inspection, repairs, construction and maintenance services for subsea projects in the oil and gas, civil and renewable energy markets), Henk was interested in the prospect of a platform for knowledge-sharing.

This was not about sharing inside information or trying to beat the competition, says Henk, but an opportunity to gain a deeper understanding of the broad trends in the sector and the problems and solutions

I WILL TURN CHALLENGES INTO
BUSINESS OPPORTUNITIES

Natalia Karpova, Russian
Student, MBA13



“ The community at RSM is very large: we can achieve a lot if we want to.”

Leon Sijbers, Business Manager, GE Energy

that are needed. ‘To talk frankly in a small community with people who understand exactly what I’m talking about is invaluable,’ he says. It is also a chance for alumni to access academic expertise. ‘It might be insights into new developments in the sector or academic opinion on logistics and production that can be valuable to all of us,’ he says. ‘Faculty members at RSM can also learn from us.’

RSM’s research in the field is increasingly high-profile since the inauguration of the Erasmus Centre for Future Energy Business (see article pg 24), which generates insights on current and future trends in the sector. A current study

uses computing and artificial intelligence to simulate what future energy markets might look like.

Renewables and research

A big focus for the group will be renewables. Committee member John sees an opportunity, amongst others, to ‘spread the gospel’ and dispel misconceptions.

In his role at ABN AMRO, John invests private equity capital in renewable energy powerplants. ‘Renewable energy is no longer alternative energy,’ he says. ‘If, through this forum, I can convince just five people about my points of view, the ripple effect is that I will convince a multiple of these five people.’

Access to perspectives not ordinarily available, including those of prospective customers, will also bring value to everyone involved, he says: ‘If I can understand what a company’s perspective is on renewables then it is easier for me to engage them in a discussion as a client.’

The potential scope for the group to be a platform for broadcasting information was a key incentive for Leon Sijbers. Outside his business development role advising customers on ‘smart’ energy management solutions, Leon works for the European Commission helping it to meet its 2020 mandates for curbing CO₂ emission. Enabling the debate is a key way in which, he says, we will meet these objectives.

‘These discussions need to be very local as each area has its own drivers,’ he says. ‘My goal is to spread the word on legislation, to explain the rules. It is about informing people of what they need to do.’ The forum may even help to give RSM a voice in the European energy debate, he says. ‘Energy is a hot topic but the Netherlands is currently not at the forefront of the energy debate. Do we want to participate in this debate or not? This forum could help give Rotterdam a voice. Legislators listen to economic models proposed by universities.’ ■

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A portrait of Stef Kranendijk, a middle-aged man with light brown hair, wearing glasses, a grey suit jacket, a light blue shirt, and a red tie with white polka dots. He is smiling and looking slightly to the right. The background is a blurred office setting with a window.

GOING BEYOND SUSTAINABILITY

Stef Kranendijk, CEO of Waalwijk-based Desso Carpets, is an enthusiastic supporter of the 'Cradle to Cradle' (C2C) business concept. Here he explains the underlying principles behind it and why it is good for business. **Text Tim Skelton**

Desso is the first carpet manufacturer in the Europe, Middle East & Africa region to adopt the Cradle to Cradle philosophy, which instead of using the traditional linear model whereby products are made and then disposed of, uses a circular model inspired by nature.

Father-of-three Kranendijk studied Postkandidaats Bedrijfskunde at RSM's forerunner, the Interuniversities Institute for Business Administration (IIB), then based in Delft. Having gained a Bachelor's degree in economics from Groningen, he entered IIB in January 1975. 'It was the first MBA qualification of its kind in the Netherlands,' he recalls. 'I liked the fact it had a practical part to it, which was not common at that time. I also appreciated that we only had 30 students, and 60 staff members assigned to us – it led to a lot of in-depth discussions.'

For his graduation thesis, Kranendijk examined the assumptions that formed

are still used today. 'It made me realise that models are only as strong as the assumptions they are based on,' he says.

On leaving IIB, Kranendijk embarked on a glittering career that included 19 years at Procter & Gamble, with stints in the Netherlands, the UK, Italy, and Turkey, before becoming General Manager of P&G Netherlands and then P&G Germany. 'In 1997 my wife wanted to move back to the Netherlands,' he explains. 'First I went to Stanley Works for two years as President EMEA, then spent several years serving on the boards of other organisations.'

A new challenge

Kranendijk started investing in companies in 2001, and when the opportunity to become involved with Desso arose, he decided not only to invest, but also to run it. The current management team (plus private equity firm NPM Capital) bought the business from the Armstrong Group in April 2007. 'It was always a great company,'

Revamping a company is one thing; making it fully Cradle to Cradle certified requires more effort. Few organisations in any sector have considered such a bold move (one exception being Danish shipping company Maersk), so from where did the inspiration arise? 'We appointed a Sustainability Director in 2007,' Kranendijk explains. 'Then I saw a TV documentary (Waste is Food), which explained C2C. I thought it was fantastic and wanted to move Desso in that direction. But it meant changing the whole company.'

What Kranendijk also spotted was an opportunity to gain a competitive advantage. 'C2C goes beyond mere sustainability,' he enthuses. 'By sourcing positively defined raw materials (determined by C2C assessment criteria as materials that can easily be disassembled at the end of their life and used to create new ones), introducing new manufacturing methods and collecting used carpets from clients, we are doing everything we can to achieve a closed loop process from production to use and back again.'

Carpet manufacturers produce large volumes of material, making them highly suitable for such transformations. Nevertheless, it would still be a major exercise. 'When I saw Prof. Michael Braungart, the man behind the C2C concept, on that TV documentary, I read his book. Then I got a chance to talk to him in 2008, told him I was a great believer, and wanted to change my company.' ▶

“By showing how C2C can be run successfully, others will follow you.”

Stef Kranendijk, CEO, Desso Carpets

the basis of what was then the Dutch government's economic model, as used by the Netherlands Bureau for Economic Policy Analysis (CPB). His suggested revisions were adopted by the CPB, and

he observes, 'but its designs were a little boring. We focused on this and set up a network of architects and designers in different countries, the Circles of Architects. Now we are seen as a trendsetter.'



Desso Carpets wants all of its products designed to C2C principles.

A new roadmap

As a result, Braungart visited Desso and gave a presentation. The company then held workshops to formulate a roadmap, with the stated aim of having all products fully designed according to the C2C principles by 2020. 'We realised we couldn't be perfect in a day, so we prioritised,' Kranendijk says.

They started with carpet tiles, which represent almost 50 per cent of the entire carpet business. 'To make the change you have to analyse all your ingredients; we found over 700 in carpet tiles and set about replacing the bad ones.'

The full changeover to a polyolefin backing from the traditional bitumen backing will occur gradually over the next three or four years as the costs of EcoBase – a replacement developed with Dow Chemicals – are reduced through economies of scale.

For C2C to function, Desso also needed to recycle certain types of old carpets and carpet tiles and consequently introduced its 'Take Back' system. In fact, Desso separates and recycles competitors' carpets alongside its own via its innovative Refinity technique, which enables them to

separate the yarn and other fibres from the backing, thereby producing two main material streams which can be recycled.

As well as making environmental sense, evidence shows C2C works economically: Desso's EU market share in business carpet tiles increased from 15 per cent in 2007 to 23 per cent in 2011. Kranendijk also sees the philosophy can help him tap into the health market. In his presentations, Braungart pointed out that indoor air

carpets.' The reason, he explains, is very fine particles (smaller than 10 microns) can be trapped by carpets, whereas they float into the air with hard floors and can be inhaled and absorbed by the body.

As a result, Desso developed AirMaster, which independent tests show is eight times better than hard floors at retaining fine dust, and four times better than conventional carpet. 'We introduced it in 2010, and it's our fastest-growing product.'

“ RSM is doing well compared to many business schools, but it can do much, much better.” Stef Kranendijk, CEO, Desso Carpets

quality is up to eight times worse than outdoor air because it contains volatile organic compounds (VOCs).

'We looked at how indoor air quality could be improved,' Kranendijk says. 'I saw a study that revealed hard floors can be two to three times less effective at taking fine particles out of indoor air than

C2C at RSM

Coincidentally, Kranendijk's original inspiration, Michael Braungart, joined RSM's Decision and Information Sciences department in 2009 and holds the Special endowed Cradle to Cradle Chair. 'He's a brilliant man, highly creative and provocative,' Stef thinks. 'He says it

is best to be eco-effective, and to strive towards having a positive footprint. He explains this using practical examples, and I sometimes speak at his lectures to show how C2C can improve market share, profitability and management in practice, and to talk about how good this can feel.'

With RSM's clear interest in sustainability, Kranendijk thinks it could soon be leading the way. 'It's doing well compared to many business schools,' he suggests. 'But it can do much, much better. There is a major opportunity to have a course on steering linear economies towards a circular economies, and with Michael Braungart on board this could have real substance.'

Kranendijk recently participated as jury member for RSM's Green Master Thesis Award, which rewarded these

that highlighted the business relevance of sustainability. It was a task that impressed him: 'I didn't realise it would take me so much time, but it was nice to do. There were so many meaningful studies,' he says. Moreover, if RSM runs a course on developing circular economies, he is keen to have Desso used as a case study.

In the wider context, Kranendijk's enthusiasm for promoting C2C is likely to remain a central theme in his life. 'I believe the biggest impact you can make is by running a business,' he says. 'By showing how C2C can be run successfully, others will follow you. This will be my agenda for the next few years, because I'm very passionate about it.' ■

WEB www.desso.com

I WILL MAKE MY WORLD THE
EXAMPLE OF SUSTAINABILITY

Maurits Koning, Dutch
Student, MSc Finance & Investments

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THE EVOLUTION OF STRATEGIC MANAGEMENT

A proud moment for the department of Strategic Marketing and Entrepreneurship as it celebrates its 25th anniversary, reflects on past achievements, and looks to an exciting future; but also a sad one as it remembers one of its illustrious founders, Prof. Frans van den Bosch, who goes into semi-retirement. **Text** Joe Figueiredo

Handwritten on the inside cover of Prof. Frans van den Bosch's diary is a daily reminder of a quote from Confucius: 'Choose a job you love and you will never have to work a day in your life.' That sums up nicely the work ethic and personal philosophy of Van den Bosch, co-founder of the Department of Strategic Management and Entrepreneurship. It also explains his enormous drive and enthusiasm for his work.

A trained mechanical engineer and theoretical economist, Frans (pictured top) was always fascinated by the concept of the company as an organisation, and management – strategic or otherwise – of human organisations. In late 1988, he established jointly with Prof. Jan Edelman Bos the Department of Strategic Management and Business Environment, and chaired it from 1990 to 2002.

Innovative evolution

Following its formative years, the department evolved between 1993 and 2010, developing a strong international orientation and an increased focus on rigour that reconciled top research with relevance to business. Its focus areas included topics such as strategic renewal, ambidexterity and social innovation.

In addition to teaching and conducting its own research, the department also did contract research and consulting on behalf of third parties, such as firms, institutions and governments. This

helped it build relationships and gain practical knowledge, but also enhanced the department's profile and reputation.

Departmental statistics between 1990 and 2010 reflect impressive growth and advancement. Over 2,000 students have graduated; and the number of assistant, associate and full-professors grew from 14 to 33. Importantly, between 1990 and 2010, the composition of the department changed from being 100 per cent Dutch to 30 per cent non-native. 'The student composition has also become more international, with around 25 per cent of current master's students coming from abroad,' Frans explains, adding that, 'Prof. Henk Volberda, who became Chairman in 2002, contributed strongly to the international reputation of the department.'

According to Van den Bosch, his single, most important achievement in the department was 'to produce a fertile breeding ground for scholars that was creative, productive and friendly, and where work could be fun'.

A fresh look

Looking back at the department he inherited in 2010, Prof. Pursey Heugens (pictured bottom), the current chair of what is now the Department of Strategic Management and Entrepreneurship, acknowledges 'the tremendous job Frans and his colleagues did in ensuring the department kept up with





the upheavals in Dutch academia and industry over the last 15 years, and in facilitating the innovative changes that followed.'

Gearing up to an exciting future, Heugens describes a reorientation of topical focus in research and a more business-school-like approach to teaching, and weaving those characteristics into the department's DNA.

One particular area of focus is entrepreneurship, which is experiencing enormous attention academically, but also in business. 'To benefit fully from the growth and resources available, we integrated our department with the entrepreneurship Centre of Expertise, to form the Department of Strategic Management and Entrepreneurship,' Pursey explains. This merger is working spectacularly well.

'We now have some 15 staff members working on entrepreneurship, many of whom concentrate on innovation. Their research operates at the crossroads of

questions, such as how companies prosper through mergers and acquisitions, strategic alliances, diversification, and better corporate governance, rather than on purely organisational issues such as organisational learning and group behaviour,' Heugens says. 'This new focus seems to be working, because we have had six papers published in the leading disciplinary journal over the past 18 months.'

The future looks bright for the department, with a third topical focus in its sights: global strategy. 'Crucially, this area offers the most opportunities for expansion, and for a more qualitative push into understanding how major issues – such as how national institutions impact corporate competitiveness and corporate strategy – play a role in global strategy today,' says Pursey.

It is fitting to end with a tribute to Prof. Frans van den Bosch, who is held in high esteem academically professionally and personally. 'Thanks to Frans and

“Frans has been both dynamo and catalyst in the department, and one of its hardest-working members.” Prof. Pursey Heugens

innovation and entrepreneurship where smaller, fast-growing companies led by founders instead of professional managers are situated,' he says. 'That we managed to bring these two groups together during my term as department chair is something with which I am particularly pleased.'

Crucially, there is a natural continuity in research between strategic management and entrepreneurship because they both draw largely on similar theories and disciplines. There are also challenges: 'We need to raise the entrepreneurship group's profile in academic circles. Furthermore, the group also needs to focus on 'pure' strategic management

his colleagues, our work in strategic management is rated number one in the Netherlands, number three in Europe and number ten internationally,' says Heugens. 'Frans has been both dynamo and catalyst in the department, and one of its hardest-working members. He is not only an institution builder, but also one who sees the need to leave behind the institution he founded in good health. Finally, I owe Frans an awful lot personally. He was my doctoral supervisor and mentor, and jump-started my academic career. I am most pleased he will be staying on as full-professor in a part-time capacity.' ■

WEB www.rsm.nl/sme

CAPTURING THE ENTREPRENEURIAL SPIRIT

With large companies under constant pressure to innovate, researchers at RSM are developing new ways of helping big business to think more entrepreneurially. **Text** Rebecca Morris



For a company to perform well, two things must happen: exploitation (increasing efficiency, obtaining cost-advantages and so on) and exploration (investing in developing new competencies, innovating). The difficulty lies in the seemingly paradoxical nature of successfully managing these two activities simultaneously and in the right balance, which is why it is perhaps the greatest challenge facing many businesses today.

‘During an economic downturn the knee-jerk reaction for companies is to focus on exploitation activities such as cost cutting,’ explains RSM’s Justin Jansen, Professor of Corporate Entrepreneurship. ‘But recessions are a time when large companies need to prioritise the fostering of innovation. A big thing for companies

& New Business Venturing (ESHIP). Led by Professor Justin Jansen, who was appointed a year ago to co-run the centre alongside Roy Thurik, Professor of Economics and Entrepreneurship at Erasmus School of Economics, the research aims to generate practical tools and templates that large companies can use to enhance their entrepreneurial activities – something that features prominently on the radar for big business everywhere.

Says Professor Thurik: ‘With governments interested in boosting entrepreneurship and innovation in all sectors, our research could provide valuable insights to policy-makers. It can also provide everyday tools and techniques that the outside world can use to make their businesses more innovative.’

“ We can provide companies with an informative overview of their capabilities; show them where they are outperforming their peers...” Professor Justin Jansen

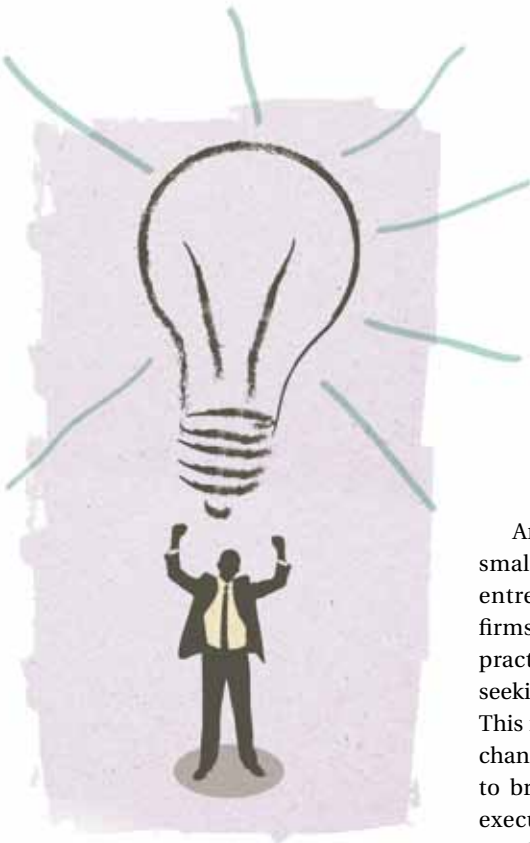
is understanding how to find the right balance between stimulating creativity and increasing efficiency.’

Learning more about the firms that do this well is the focus of new research at the Erasmus Centre for Entrepreneurship

Supporting entrepreneurship

The centre aims to support successful entrepreneurship through education, research and consulting. Its research focuses on the mechanisms underpinning entrepreneurial activity on both macro and micro levels: entrepreneurship at the level of industries, regions, and countries, and at the level of individuals and firms. The centre spans two schools at the university – RSM and the Erasmus School of Economics – and is fundamentally interdisciplinary in nature.

Dominating the research agenda until now have been small and medium-sized start-ups. Whilst start-ups are still



a fundamental focus for the centre's research activities, says Thurik, joining it is the additional stream of entrepreneurial activity in large organisations. 'We noticed that large firms are interested in what start-ups and small entrepreneurial firms do and exactly how they do it,' he says. 'So we decided to expand the research agenda to give these large corporations a template describing how small entrepreneurial firms operate with the entrepreneurial spirit.'

Reaching out to companies

A collaborative effort with scientists from Harvard University, the new research stream examines firms that successfully strike a balance between exploitation and exploration: everything from how they structure their activities – separating research and development, for instance – to how they integrate new knowledge within the rest of the organisation so that it flows efficiently from one location to the next.

An additional focus will look at how smaller firms can contribute to the entrepreneurial behaviour of larger firms, something already mirrored in practice, with large firms increasingly seeking out collaboration with start-ups. This new research stream is not the only change in store. The centre has big plans to broaden its scope, from developing executive education programmes to providing incubation for start-ups and increasing resources to conduct more applied research in companies.

Already in action, says Jansen, is benchmarking for companies, to give them an idea of how they measure up in relation to their peers in the industry. 'We provide them with an informative overview of their capabilities, show them where they are outperforming their peers and where they might need to invest more of their efforts.'

Executive education for large and branch organisations is another important future focus. The existing gap in the market in terms of education to stimulate innovation in established firms makes this a potentially lucrative opportunity. 'Right now it is all about broadening the scope of the centre,' says Jansen. 'We are at the stage where we really want to reach out to companies – both at the start-up and at the established stage.' ■

WEB www.erim.nl/entrepreneurship



Why now is a good time to start a business.

By Professor Roy Thurik

Large lay-offs and fewer new jobs mean that, during a recession, many people become entrepreneurs. In fact, recessions are the ideal time to go into business. Office space is cheaper to rent. Employees are cheaper because there is less work. With the response of larger companies during a recession to slim down and halt innovation, there are greater opportunities for the development of inventions and innovations by smaller companies.

These start-ups are the way the economy gets moving again. Entrepreneurship is incredibly important to economic growth. In fact, it is probably the only viable way in which a country can hope to grow. When you look at a country such as the Netherlands, with no natural resources, low immigration and low reproduction, innovation is our economic future. I call the old economy the 'managed economy' and the new economy the 'entrepreneurial economy' – an economy with large firms and a lot of unmanaged activity from entrepreneurs, because that is where the really interesting developments come from.

CREATING A WINNING CULTURE

How do you quickly change the culture of a business unit of nearly 400 people that is part of a company in a crisis? How do you mobilise everyone, rather than just a select few leaders, in order to maximise everyone's potential? **Text** Brian Bollen

These are but a few of the questions faced in early 2010 by Joe Katz, the incoming Chief Executive Officer (CEO) of ING's Corporate Credit Risk Management (CCRM) business unit and Margit Hunink, member of the CCRM Management Team.

The answers are to be found in the story of how ING worked closely together with Boudewijn Bertsch, a faculty member of RSM's Executive Education and Organisational Development department (EOD) in a programme designed to bring about significant change quickly and effectively. A key element of the programme was the involvement of all employees representing all hierarchical levels, accelerating their mobilisation and eliciting their ideas while enhancing their individual levels of engagement.

The international financial crisis that began to unfold in the summer of 2007 demanded that banks everywhere develop an even sharper focus on credit risk management. ING was no exception, but the style of leadership at CCRM was largely top-down and content-driven and needed to change to further improve the unit's performance. Underpinning everything was the broad perception of a lack of clear, inspired communication on the part of those in positions of leadership. This weakened confidence in the ability of those leaders to manage the business, and its people, successfully.

Under Joe Katz, the division embarked on a journey to change its culture with the aim of creating a more inspiring and coherent high-performance work environment. A number of priorities for improvement were identified: Strategy, Communication, Recognition, Inspiring Leadership and Teamwork. The initial stages of the change programme can be divided into three clear phases.

Phase 1: discovery

Phase 1, constructed around a series of high impact 100-day projects, with teams formed of mixed groups of staff, explored possibilities for improvement in Strategy, Communication, Recognition and Team Work. 'Using these groups had two major benefits,' observes Margit Hunink, the initiator of the change programme and the person with responsibility for it. 'One, you create momentum for change: if you ask people for recommendations, then you have to act. Two, we acted, early on in the change process, in the new behavioural style, listening to our staff and connecting rather than pushing the message across.'

Each 100-day project provided a number of recommendations for improvements related to their focus area. In addition, all groups unanimously stressed the importance of improving the people management skills of CCRM's leaders or managers.

In order to make the CCRM managers more receptive for this required change in leadership style, some 60 of them were asked a number of simple questions about leadership. Who inspires you? Why do they inspire you? How does that compare with your own department? How does it compare with the broader ING? These sessions generated simple answers. People take inspiration from how leaders behave, how they speak and how they interact. This exercise, combined with the results of the 100-day projects, made it clear that CCRM needed 1) a more inspiring vision, and 2) to translate that vision into action through a more people-oriented leadership style.

Phase 2: planning & preparation

Phase 2 was the design of a Change Intervention Calendar, and the carefully planned training of a group of CCRM staff as Facilitators, in preparation for a grand unit-wide Strategy Day. Rather than implementing an old-fashioned top-down cascade-like translation of the strategy, CCRM's management team chose to ask all employees – on the same day – to identify what they could do to contribute to the vision and strategy.

'I said, give me 50 people from your organisation and make them available for one day,' recalls Boudewijn. 'I will give them the practical tools they will need to help engage everyone in CCRM.' He then worked on preparing for the Strategy Day with a team hand-picked by Margit Hunink, creating and co-writing a guide to support CCRM Facilitators, packed with collaborative tools and approaches to engage all CCRM employees.



“ The first steps are always the hardest, but we are changing the culture to one that is far more inclusive.” *Joe Katz, CEO, ING CCRM*

Despite a degree of scepticism from some members, the senior management team agreed to follow the approach. ‘On the big day my role was virtually zero,’ he says. ‘I was the co-designer, the orchestrator, the adviser behind the scenes. It is much more effective to run this kind of event with people internally; this has more impact than using outside facilitators.’

At the same time, the management team started thinking about how to follow on after the Strategy Day using a change intervention calendar.

Phase 3: mobilisation

Phase 3 started with the first Strategy Day and the successful engagement

and mobilisation of 375 people. During the day, all output and ideas from employees were recorded and subsequently synthesised in a report for the management team. This led, amongst many things, to the design and implementation of four leadership courses in 2011, a short-term job rotation scheme and smaller scale group events to track progress and to continue the involvement of CCRM employees in moving the performance culture forward.

Enthusiastic response

The consensus of the change team is that the widespread enthusiastic reaction to the first Strategy Day, and the complementary events since, had

validated the approach. In September 2011, CCRM organised a second Strategy Day using its own in-house facilitative capabilities to the fullest, and drawing confidence from the progress achieved.

Joe Katz concludes: ‘We have some way to go on our change journey but it is well under way. The first steps are always the hardest, but we are changing the culture to one that is far more inclusive. The challenge now is to keep up the momentum we have built, and resist the temptation to revert to natural strengths. We need to keep challenging ourselves and our own creativity.’ A 2011 Winning Performance Culture survey showed improved scores for Team Work, Leadership, Strategy, Communication and Recognition, reassuring the management team that they are on the right track.

Concludes Boudewijn Bertsch: ‘Joe Katz and his management team recognised that to make a step change they needed to alter established behaviour patterns. They realised they needed leadership from everyone. Today’s leadership requires that formal hierarchically appointed leaders unlock the collective intelligence of their people so that they can step forward – lead – with their ideas and approaches. This means that leaders must also know how to be followers! I admire Joe Katz and Margit Hunink who were both willing to follow my provocative suggestions. They set a new standard within ING for changing their business culture fast. They did it by taking a risk, just what you would expect from risk managers!’ ■

More information about RSM’s Executive Education and Organisational Development can be found at: www.rsm.nl/lexced



PARTNERS IN SUCCESS

The Philips-RSM partnership offers students practical industry experience and a possible job with this world-class corporation, while creating a global pool of “tested” talent full of fresh ideas and ripe for acquisition. **Text** Joe Figueiredo

Low key initially, Philips Lighting deployed six RSM interns between 2005 and 2009 to work on several small projects. In 2011, however, this collaboration reached a much higher level of commitment, complexity and activity.

‘The Living Management consultancy programme last year focused on retail and outdoor lighting and comprised two strategic business issues involving four Philips managers and 60 RSM students,’ reports Ruud van der Zanden, Business Development Manager at Philips Lighting, and founder of the RSM-MBA Co-operation Programme. ‘As a follow up, 12 operational challenges were investigated by a team of 14 interns. Not only does all of this provide a healthy forum for

students to share opinions and ideas with Philips management, but it also provides a valuable contribution to Philips.’

The collaborative programme that started in Lighting has now spread to other parts of Philips, such as Consumer Lifestyle and Healthcare, according to Nancy Work, Director of Global Talent Acquisitions, who is co-ordinating Philips’s participation on a corporate level.

It also puts Nancy in a better position to do her talent scouting and acquisition. ‘This partnership makes our job much easier, for two reasons. First, prospective recruits have already been screened rigorously before being admitted into the MBA programme. Second, they have already had the chance to display their

**I WILL NEVER REGRET
SOMETHING I DID NOT DO**

Martijn Roos, Dutch
Student, BSc Business Administration

“ I would like to see more of this type of engagement with students, and for it to be common practice throughout Philips.” *Nancy Work, Director of Global Talent Acquisitions, Philips*

skills and talents during the project work. What we first look for in prospective recruits is whether they have the Philips mind-set, as well as the leadership and managerial qualities needed in future Philips managers and executives. Going forward, I would like to see more of this type of engagement with students, and for it to be common practice throughout Philips.’

On the financial side, rough estimates reveal several areas where Philips has benefited from the 2011 Living Management programme, including savings of around a million euros on recruitment-related services and activities. According to Van der Zanden, these figures could prove even more interesting when considering the longer-term business gain.

RSM is also keen to maintain its special bond with Philips, something which undoubtedly helps its students as well as RSM’s reputation for being much more than a purely academic institution.

‘Philips is traditionally the first company invited to launch its recruitment drive on campus every year, and the Philips Global Talent Acquisition Director was on this year’s corporate recruitment panel,’ says Joep Elemans, Director of RSM’s MBA Career Development Centre. ‘Of course, this partnership extends beyond Philips Lighting and we have placed students elsewhere in the Philips organisation in the last several years.

In addition to industry experience, our interns also benefit in other ways. In 2011, at least two of them got jobs at Philips as a direct result of internship projects. This year 14 full-time students have started a Philips internship and three have already been offered work in the Netherlands and Asia.’

There is also a human side to all of this. Sometimes international students need a helping hand to realise their ambitions, and it is heartening to see “big business” step up and take action. ‘It takes an extraordinary company like Philips to go through the hassle and expense of applying for a work permit and dealing with bureaucracy for a deserving student like Mario Rueda (see panel),’ explains Frieda Franke, CEMS corporate relations manager. ‘I would like to showcase this example in order to bring attention to the plight of so many other international students in similar circumstances, in the hope that other companies will follow Philips’ lead.’ ■

A short video exploring the Philips/RSM relationship can be found on YouTube:

WEB <http://youtu.be/jQ4ve7sH7ec>

For more information on how partnering with RSM can benefit organisations, contact: Joep Elemans, RSM MBA Career Development Centre: MAIL jelemans@rsm.nl or Friede Franke, RSM Career Services:

MAIL ffranke@rsm.nl



The profile of an intern

Columbian Mario Rueda is a multi-lingual, international student enrolled in the CEMS Master in International Management programme. He is currently participating in an internship as a business control assistant in the finance department of Philips Consumer Lifestyle.

Why were you chosen? ‘I believe Philips was looking for someone with strong international experience to deal with its television business, especially in the Latin American markets. Fortunately, Philips selects candidates based on merit, and not on country of origin or any other criteria.’

What do you gain personally from your work? ‘It’s an awesome and enriching experience dealing with financial matters on a global scale – from Argentina to Russia – and learning how a big global company manages its business from a financial perspective.’

What are your future plans? ‘I’m building my international career and learning from experienced colleagues so that at some point I can return home and apply all what I have learned.’

ON COURSE FOR ADVENTURE!

Sailing is an exhilarating sport – and a challenging one. Add the element of competition, and it becomes a thrilling and fun way to practice leadership, teamwork, and effective multi-cultural communication under pressure. **Text** Christine Hayes

With this as their vision, the RSM Sailing Club is looking forward to this year's MBA Regatta on 24-26 August; just one of the events the club organises annually for students, graduates, and corporate participants.

'All you need is enthusiasm, the will to compete, and the goal of winning as a team,' says this year's RSM Sailing Club President, Valentin Kopytin. The parallels to success in business are clear to all MBA students - add open communication and thoughtful leadership, and you'll have the wind behind you at the RSM MBA Regatta! The RSM Sailing Club provides an informal arena where skills like this can be tried and tested – and you don't need previous sailing experience to join in the fun.

MBA Regatta 2012

The RSM Sailing Club is a founder member of the MBA Sailing League, which brings together students and alumni from some of the world's top MBA schools; LBS, INSEAD, Kellogg WHU, HEC Paris and Cranfield, for example. 'Sailing events offer an ideal opportunity to share experiences and make new contacts, while enjoying competitive challenges, learning new skills, and actively participating in team events,' says Jean Witteveen Marketing Admissions Manager, Executive MBA, at RSM.

This year, the club will host the 3rd Annual MBA Regatta in Lemmer. Over a

hundred people are expected to attend, with around fifteen yachts competing in the races. The programme includes on-shore activities and networking opportunities, and a keynote address by RSM senior academic, Bill Collins. Says Bill in a video on the RSM website: 'We look at the influence of individuals on each other, how leaders get things done, and the responsibilities of both leaders and those they lead within the greater context of different cultures.'

Sailing is a great metaphor for business, he says. 'It involves long-term strategic vision, leadership, teamwork, communication, and the adaptability to deal with changing environmental factors.'

Plain sailing

RSM alumna Princess Cox (FTMBA 08) had never sailed before she took part in last year's regatta. 'I couldn't swim, and was terrified of water,' she says. 'On my first day out, I avoided doing anything. However, I could see how my fear was keeping us from winning the race, and told the skipper to use me wherever I was needed the next day. Working and sweating to manage the sails, I forgot my fear.'

The team didn't come first, but they did a lot better on that second day. 'Since then, I've spent 45 days at sea in four different countries, competed in three regattas and got a day-skipper license,' says Princess. Her new-found passion for sailing has



had a serious impact on her career. 'I've sailed with at least two CEOs and many high-level executives this year,' she says. Networking opportunities like this have since led to two job offers.

“All you need is enthusiasm, the will to compete, and the goal of winning as a team!” *Valentin Kopytin, President, RSM Sailing Club*

goals. The MBA Regatta crew members hail from many different countries. Moreover, while everyone speaks English, it can be difficult to avoid misunderstandings, even without using jargon. Whether as skipper or crew, it may not be obvious that sheets are ropes, or that a boom is actually silent – and potentially hazardous!

‘We had a “man overboard” one time,’ says RSM alumnus Irwin van Helden, now a Senior Sales Manager with ING. ‘An LBS student was hit by the boom,’ he explains. ‘She was an experienced sailor – it can happen to anyone.’

For the crew, it was a matter of moving fast to get the unfortunate crew member back on board, and starting the engines to get her onshore as quickly as possible. ‘Of course, it meant having to abandon the race,’ says Erwin. ‘You have to be able to adjust your priorities immediately, when the occasion calls for it.’

Business and pleasure

RSM alumni often meet for the first time as crew members under the leadership of experienced skippers in the Regatta races. And, when the passion for sailing takes hold, it can have unforeseen consequences. Erwin, co-founder of the MBA Sailing League and lead skipper for RSM crews, met his life partner through RSM sailing. ‘We’re moving into a floating home together,’ he says.

When it comes to sailing, you need enthusiasm, the ability to co-operate in a team, and the will to win. What MBA student doesn’t have that? Come aboard on August 24-26 this year in Lemmer, one of Friesland’s best-known locations for water sports.

The RSM Sailing Club promises a weekend of networking, inspiration, and fun for everyone, on land as well as on the water. There are also five more MBA League Regattas around the world this year. ‘There’s fantastic talent among our alumni,’ says Princess Cox. ‘We could dominate the entire MBA League!’ ■

Follow the RSM Sailing Club and MBA Sailing League on Facebook and Twitter!

Programme & Registration:

WEB www.rsmsailing.com

A video of the 2nd RSM Sailing Club event can be viewed on YouTube at:

WEB <http://youtu.be/Cuo0JAUfmco>



Responsible teamwork

Of course, just as in business, meeting new challenges is not all plain sailing – especially under the fast-changing conditions of competitive races to reach

I WILL DEVELOP THE
WORKERS, THE WORKPLACE
AND THE WORLD

Marcella Bremer, Dutch, Change Consultant

AMBITIE?



INFORMATIEAVONDEN

DINSDAG 5 JUNI & 3 JULI 2012
DONDERDAG 2 AUGUSTUS 2012

PROGRAMME TAUGHT IN DUTCH

Wil jij je carrière een boost geven?
Haal het beste uit jezelf en maak kennis met
het Parttime Master Bedrijfskunde programma
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PARTTIME MASTER BEDRIJFSKUNDE VOOR MENSEN MET AMBITIE

Maak kennis met onze alumni en schrijf je in voor **een informatieavond in 2012**. Data en inschrijving via de website, via Paola van Wijk op parttime-bedrijfskunde@rsm.nl of bel naar 010 - 408 2357.

WWW.RSM.NL/PARTTIME-BEDRIJFSKUNDE

ROTTERDAM SCHOOL OF MANAGEMENT
ERASMUS UNIVERSITY



FORTHCOMING EVENTS



6-8 June

EURAM EVENT

Innovation is considered the primary driving force of progress and prosperity. Consequently, companies give much effort to developing new technological knowledge, new process technologies and new products. However, evidence shows that innovation is not just a product of technological inventions, but is also heavily dependent on what is called 'social innovation'.

Social innovation requires a firm to change its organisational form; and to adapt its management principles, practices and processes in ways that maximise its technical knowledge base, encourages innovation and improves performance, productivity and competitiveness.

The EURAM 2012 conference will take place at RSM on 6-8 June. It features presentations and discussions on the theme of *Social Innovation for Competitiveness, Organisational Performance and Human Excellence*.

Keynote speakers are Hans Smits, President and CEO of Port of Rotterdam; Fariborz Damanpour, Professor of Management at Rutgers University, USA;

and Ruth Cairnie, Executive Vice President, Strategy and Planning, Royal Dutch Shell.

Up to 1,200 scholars and practitioners will participate in an event designed to foster new understandings about social innovation, and to examine the concept as it affects teams, organisations, partnerships, institutions, and countries.

The EURAM 2012 Programme Chair is RSM's Professor of Strategic Management & Business Policy Innovation, Henk Volberda.

For more details, see www.euram2012.nl



15 June

ALUMNI BBQ

A regular event held to welcome summer (should there be one this year!) is the Alumni BBQ, which takes place at RSM on Friday 15 June in Maria's Cantina.

This relaxed event with great food, great company, and hopefully great weather, costs €25 per person.

Keep an eye on www.rsm.nl/events for more details and a link to the registration form. Alternatively, email [Irene Broekmans-Versluijs](mailto:Irene.Broekmans-Versluijs@rsm.nl), ibroekmans@rsm.nl



25 June

A HISTORY OF WASTE

When did waste management become big business? Professor Ray Stokes is chair of Business History at the University of Glasgow, and has spent the past four years making a comparison study of waste management in Britain and Germany.

He will present the results of his study *Managing Consumerism's Castoffs: A Business History of Waste Management in the UK and Germany, 1945 to the Present* in an ERIM Research Seminar at RSM on Monday, 25 June (12.00 and 13.30).

'I'm interested in the transition of waste management into an industry as opposed to a public service, in particular the relation between the public and the private in that sector in the 1980s and 1990s with Margaret Thatcher as Prime Minister in the UK, and privatisation in Germany.

'I have lived in each of those countries and have seen very different practices. I want to know why these places ended up with different systems,' he commented. *For more information about the event, email [Marten Boon, mboon@eshcc.eur.nl](mailto:Marten.Boon@eshcc.eur.nl)*



Summer

RSM COMES YOU

Do you have friends and colleagues who might be interested in following a study programme at RSM? If so, send them along to meet our recruitment staff; they regularly travel the world to talk about RSM and its programmes.

Events will take place in Brussels, Dusseldorf, Frankfurt, London, Athens, Milan, Rome, Lisbon, Tokyo, Seoul, Taipei, Shanghai, Jakarta, Bangkok, plus numerous cities across the USA, Latin America and Africa this summer and through to autumn. MBA master classes, ▶

FORTHCOMING EVENTS

information discussions and open days will take place in the Netherlands, including in Rotterdam, Eindhoven and Amsterdam.

Trained staff will professionally assess CV's from prospective candidates before conducting a pre-application interview to discuss with them their MBA aspirations, whilst also providing detailed information about the school's MBA programmes. **Check www.rsm.nl/mbaevents for a full list of events taking place near you.**



Summer – various dates

ONE-HOUR CAREER BOOST

A series of one-hour online Alumni Career Webinars will take place this summer. The sessions, aimed at managers, are designed to help with personal career-boosting activities. They include *Making a career change* on Wednesday 11 July, *Networking at senior levels* on Thursday 26 July and *Moving into your next senior position* on Wednesday 15 August. Hosted by RSM's Corporate and Alumni Relations department, the

sessions will be led by representatives of career consultancy, Position Ignition.

For more information, please contact Irene Broekmans-Versluijs, ibroekmans@rsm.nl



September RECONNECT WITH NATURE

RSM's Executive Education and Organisational Development department (EEOD) is offering a new five-day programme to help managers working in strategy and planning. *Innovation in Corporate Sustainability* takes place in Switzerland in September.

This 5-day programme demands 'out-of-the-box' thinking and utilises a challenging personalised and ecologically embedded format. It features sessions focusing on meeting the challenges associated with embedding sustainability in organisational core values, driving sustainable value creation, and developing a sustainable leadership style.

Your executive classroom is the unspoiled environment of the Swiss Alps: for most of

this programme, you will be outside, learning in nature's classroom.

The objective of this experiential learning platform is to allow participants to open up to nature, develop a more grounded and deeper connection to corporate sustainability, and gain the skills needed to develop and drive the agenda for sustainability in their organisation. RSM's

Gail Whiteman leads the programme. She is Ecorys NEI Chair in Sustainability and Climate Change at RSM, and Professor in Residence for the World Business Council for Sustainable Development. Suzanne Wolff, former MD of the Body Shop in Benelux and Austria will be present along with other guest speakers.

See www.rsm.nl/ics for more information.



20 September WOMEN EMPOWER WOMEN

RSM offers another opportunity for women in business to exchange ideas and openly

share collective wisdom. Amsterdam is the location for a one-day master class on *Women and Leadership*, presented by Dianne Bevelander, RSM's Associate Dean, MBA Programmes. The event takes place from 18.30 to 22.00 on Thursday 20 September at the Bilderberg Garden Hotel in Amsterdam's Oud-Zuid.

Participants should prepare for a high level of engagement as they reflect on self-management, relationship 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 supper and refreshments. All proceeds from the event will be donated to UNICEF.

For more information, visit www.rsm.nl/events or contact Chantal Dammann, cdammann@rsm.nl

September/October MBA OPEN DAYS

Are you thinking of studying for an MBA, or have a colleague who would like to? Two MBA open days take place in Rotterdam on Saturday 8 September and Saturday 3 November for anyone wanting to learn more about RSM's MBA programmes. Keynote speakers will discuss the global business landscape and senior staff will provide

information about the unique characteristics of the RSM experience. An alumni panel will share their personal journeys during and after the MBA. Following the event is an informal networking session. [See www.rsm.nl/events](http://www.rsm.nl/events) for more details.

5 October
**RSM LEADERSHIP
SUMMIT 2012**

Save a date in your diary for the next RSM Leadership Summit, which takes place during the afternoon of

Friday 5 October 2012 at the Beurs-World Trade Center in Rotterdam. This fourth annual flagship event for RSM's corporate and alumni relations features high profile executives



and our own leading academics who will discuss the latest developments in the world of business and beyond. It also includes the presentation of the RSM Distinguished Alumni Awards 2012.

Senior executives from BMW, DSM and IBM will provide insights into the key issues affecting senior managers, and air their views on business and the developments affecting their companies. Other contributors will be confirmed soon. The RSM Leadership Summit also offers fantastic

**FIND OUT
MORE ABOUT
RSM'S EVENTS
AT [WWW.RSM.
NL/EVENTS](http://WWW.RSM.NL/EVENTS)**

networking opportunities and is open to RSM alumni, faculty, staff and any interested members of the business community. [See www.rsm.nl/summit](http://www.rsm.nl/summit) for more information or contact [Nicole Eshuis, neshuis@rsm.nl](mailto:Nicole.Eshuis@rsm.nl) ▶

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I WILL INSPIRE, INNOVATE AND IMPROVE

Carlo Cronauer, Swiss
Student, MBA12 / Winner I WILL Award 2012

Rotterdam School of Management, Erasmus University



FORTHCOMING EVENTS



6 October

MBA REUNION

If you're visiting the RSM Leadership Summit, why not extend your stay and take part in the annual MBA Alumni Reunion on Saturday 6 October? The reunion is a chance to visit the school, catch up with former classmates, see how our campus construction programme is developing, and have fun!

This year we celebrate the 5, 10, 15 and 20-year anniversaries of the following graduating classes:

FT1987, FT1992, FT1997, FT2002, MBA2007, PT1997, PT2002, EMBA2007, EMBI1992, EMBI1997, HRL2002, MFM2002, MFM2007 and OneMBA2007.

If you are a graduate from one of these classes, please make sure that we have your current contact details on file so we can keep you informed.

For detailed programme information, do visit the MBA

alumni portal, <http://alumni.myrsm.nl> or contact Monica Szalma, mszalma@rsm.nl



Autumn/winter – various dates

EXECUTIVE EDUCATION

Readers wanting to update or extend their skills will be interested to learn that a new range of short programmes and executive education courses have been developed by RSM's Executive Education and Organisational Development department (EEOD).

Two-day open programmes include: *Sales and Operations Planning* (October), *Investment Decisions for Non-financials* (November), *Finance for Non-financial Managers* (November), and *Problem Solving – the Strategy Consultant's Approach* (December). *Effective Negotiating Skills*, a three-day programme, runs in late August and also in November.

For managers with at least 10 years' experience in a leadership role, the *High Impact Leader Programme* starts in

September and extends over a year with four two-day workshops, webinars and individual coaching. For those looking for a career boost and aiming at senior management positions, the *Advanced Management Programme* also starts in September.

For those with management ambitions, the *RSM Diploma Programme in Business Management and Leadership* is designed for first-time managers, those who are about to be promoted or wish to be promoted to a management role, entrepreneurs with no formal management training, or professionals

wanting to expand their management capabilities. The programme's concentrated nine-day format incorporates Strategy, Leadership, Finance and Marketing elements, and contains a business improvement project for your own company. It starts in October 2012.

For more information about any of these open programmes, visit www.rsm.nl/open

2014

EUROPEAN UNIVERSITIES GAMES

Looking ahead to 2014, Rotterdam has won a bid to host Europe's largest multi-sport student event. The 2nd European Universities Games features 10 sports and comes to Rotterdam from 1 to 15 July, 2014. It's sure to be a great spectacle, so put it in your diary now!

www.eusagames2014.com

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



JOIN THE PREMIER LEAGUE

RSM Executive Education and Organisational Development has been educating the leaders of international companies for over 20 years. Our global network of expert faculty delivers superior value in the areas of leadership, strategy, operations management, HR, marketing, and finance.



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RSM Leadership Summit 2012

Value Creation at the Edge of Technology

GOING OFF-ROAD

Do you know how today's most successful companies are driving new growth?

They are going off-road: daring to invest in sustainable new technological innovations that are literally changing the game of business.

And when you join the 4th RSM Leadership Summit 2012, you have a chance to dialogue with keynote speakers who are leading **BMW**, **DSM**, **IBM** and other major multinationals, about the edge-y new technologies that are creating the future.

Don't miss the chance to hear about the surprising, smart and world-changing ways that technological innovations are creating value for business and society - and to meet with RSM's vibrant alumni network.

Friday 5 October - Beurs - World Trade Center Rotterdam - www.rsm.nl/summit