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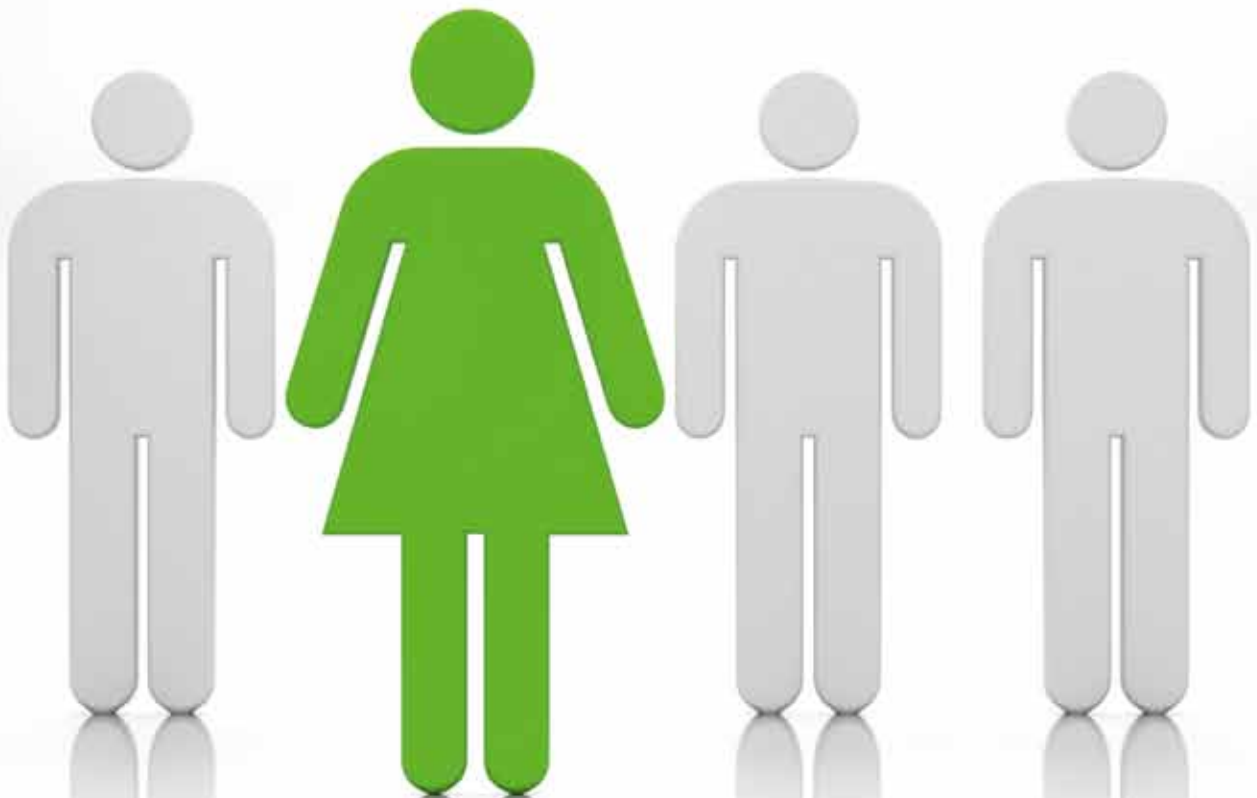
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THE VALUE OF
INNOVATION**



**URBAN FARMS:
USING EMPTY
OFFICES TO
GROW FOOD**

RSM Outlook WINTER 2012

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



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WINTER 2012

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DEAN
Steef van de Velde

MARKETING DIRECTOR
Willem Koolhaas

MANAGING EDITOR
Russell Gilbert

EDITOR
Justine Whittern

EDITORIAL BOARD
Theo Backx
Dianne Bevelander
Irene Broekman-Versluis
Chantal Dammann
Wilfred Mijnhard
Marianne Schouten
Marno Verbeek
Eric Waarts

DESIGNERS
UNIT20.

DISTRIBUTION
Madelon Fontein

CONTRIBUTORS
Brian Bollen, Joe Figueriedo, Christine Hayes,
Simon Hodges, Lesa Sawahata, Tim Skelton,
Miriam Young

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For more information, see: WWW.RSM.NL/MBS
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LETTER FROM THE DEAN

The end of 2012 sees RSM at a time of transition. In common with all university-based business schools, RSM is operating against a changing backdrop that will undoubtedly present new challenges for which we must prepare. We must look closely at the way we secure funding to provide excellent research and education, and we have already begun to prepare by strengthening our corporate relations and our alumni networks.

Here I'd like give you an update of developments since my letter in the previous issue of *RSM Outlook*.

Integrity

You may have heard that earlier this year Erasmus University Rotterdam (EUR) withdrew from scientific journals two research articles written by Dirk Smeesters, who was Professor of Consumer Behaviour and Society at RSM. As a consequence, Smeesters no longer works at EUR. I know that some of you have been disappointed by this incident, and we understand and share your concern. I deeply regret that we had to face this lapse of academic integrity.

One of our strengths is the quality and quantity of our research. RSM and EUR have a tremendous reputation within the academic world for the quality of our research output, and we expect the highest standards of integrity from our faculty members and publications. As a result of this incident, integrity requirements have been increased within RSM's research institute, the Erasmus Research Institute of Management (ERIM), and within the entire university.

We have been fully transparent about the processes that are in place and the new processes that have begun, and I can assure you that the whole university is mindful of the ethical norms and international standards established by the academic community. You can read the findings of the investigating committee on the EUR website.

Extend and improve

We are taking a hard and sometimes difficult look at our position in the business school market, and at ourselves, with the aim of maintaining our relevance and success. This issue of *RSM Outlook* contains news and details of several initiatives we have already taken, such as the opening of our new Amsterdam office, the fast-growing Alumni Affinity Groups and our strengthening of corporate partnerships.

As you may have heard, we are pushing ahead with plans to extend our executive education programmes. We have opened an office in the Zuidas area of Amsterdam – on the 21st floor of the Viñoly building in the city's business district. This is an exciting development with a lot of potential for the entire school to recruit new students, engage with recruiters and alumni. It also makes sense to have a presence among so many top companies and so many of our alumni in Amsterdam. The details of the programmes which will be offered from this base can be found in the back pages of this issue.

The Amsterdam office is one step we have taken to help us build stronger and closer relationships with our growing corporate relations and alumni network, which now numbers more than 28,000. Our executive-in-residence Theo Backx is playing an important role in our growing alumni family; I have asked him to act as interim head of the Corporate and

Alumni Relations department, as well as to simultaneously lead the Executive Education and Organisational Development (EEOD) department. Theo is interviewed in this issue (p14-16) and outlines his views and his vision for the RSM community and our relationship with alumni.

Alliances

Our corporate relationships are also bearing fruit. One such alliance, with Shell Netherlands BV, was formalised through an official partnership in the summer. You can read how Shell is capturing the pace of technology and using it in product development in our feature on the recent RSM Leadership Summit (p20-23). The Summit included three inaugural meetings for our industry-specific Alumni Affinity Groups, which optimise the advantages of the growing and maturing RSM alumni network. If you have not yet explored the Affinity Groups, please do so and help to create a network of alumni that will be useful to you and your industry.

Women in business

We had an opportunity to highlight our involvement in the issue of women in business for the whole university and wider academic circles earlier this autumn when RSM hosted the celebration of the 99th birthday of the university, the *Dies Natalis*, during which we presented an Honorary Doctorate to Professor Alice Eagly from Northwestern University in Illinois, USA. Professor Eagly is an expert in Gender and Leadership and has done important work in debunking the myth of the “glass ceiling” and other obstacles to women’s leadership ambitions. She is interviewed as part of our main feature, “Women Mean Business” (p24-29). The feature includes interviews with Chairman



of the Executive Board of Erasmus University Rotterdam, Pauline van der Meer Mohr, and RSM’s Associate Dean of MBA programmes Dianne Bevelander, originator of the Women Empowerment@RSM initiative.

So, at the conclusion of 2012, allow me to extend my best wishes for the festive season, and to express my hope that we will all continue our positive progress. Here’s to a prosperous and busy 2013.

Kind regards,

Prof. Steef van de Velde

Dean
Rotterdam School of Management
Erasmus University

NEWS FROM RSM



THESIS AWARD FOR RSM GRADUATE

The Academy of International Business (AIB) has awarded the Richard N. Farmer Award 2012 for the best dissertation in International Business to Marc van Essen (above), who graduated from Rotterdam School of Management, Erasmus University (RSM) in 2011.

GOLD FOR NET IMPACT CLUB

RSM's chapter of the Net Impact club for MBA participants received the Gold Chapter standing for the second year in a row. Net Impact, a global non-profit organisation, has over 300 chapters worldwide and provides support and connections to help create a more just and sustainable future.



CHINA DELEGATION VISITS RSM

A large delegation business schools from China, drawn by the excellent reputation of RSM's MBA and MSc programmes, paid a visit in July to find out more about the school's vision, mission and strategy.

DINNER CELEBRATES SHELL PARTNERSHIP



A dinner was held in October to celebrate an official partnership between RSM and Shell Netherlands BV, one of the companies responsible for founding the business school more than 40 years ago.

At the dinner, Dean Steef van de Veld, along with RSM staff and faculty

members, met with Shell's Campus Ambassador team led by Allard Castelein, Vice President of Environment. The partnership enables both parties to establish and nurture close ties with one another. As a result, RSM and Erasmus University, Rotterdam (EUR) are the largest suppliers of graduates to Shell.

The partnership, formalised in May, has also brought other benefits. Shell's VP for Group Strategy, Ruth Cairnie (who also sits on RSM's Advisory Board), was a keynote speaker at June's EURAM 2012 conference and a panel member at EUR's *Dies Natalis* in November. Gerald Schotman, Shell's Executive VP for Innovation, R&D and Chief Technology Officer, spoke at the RSM Leadership Summit.

Input from Shell has also included guest lectures and presentations as well as a visit to Shell for 22 Mandarin-speaking MBA/MFM students and alumni to discuss MBA opportunities in China.

SECOND MBA ELECTIVE TAKES PLACE ON MOUNT KILIMANJARO

A second cohort of 17 women – RSM students and businesswomen – returned from the RSM MBA Kilimanjaro Leadership Project at the end of October. The women-only elective addresses challenges experienced by women as they progress into senior management. A report and blogs of the trek to the 5,895 metre summit in Tanzania can be read at [WEB www.rsm.nl/kili](http://www.rsm.nl/kili).



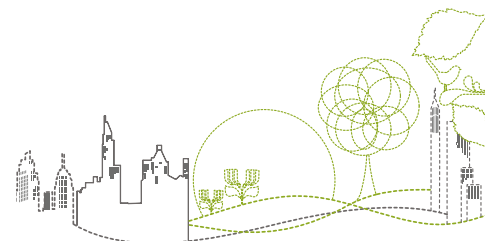


FORUM EXPLORES ENERGY CHALLENGES

More than 100 leading academics, politicians and international business representatives met at the first ever Erasmus Energy Forum to discuss tomorrow's demands for power supplies and the challenges for a sustainable future. The event, organised by the Erasmus Centre for Future Energy Business, takes place again on Friday, 21 June 2013.

GRANT TO INVESTIGATE CREDIT RATING AGENCIES

Dion Bongaerts, Associate Professor of Finance at RSM, has won a Veni grant of €250,000 from the Netherlands Organisation for Scientific Research (NWO). The grant allows Bongaerts to continue research into the effective regulation of credit rating agencies.



SUSTAINABILITY CONFERENCE

Look out for more information about a Seminar on Sustainability, open to RSM alumni, students, academics and the wider business community, which is planned for late spring 2013, although details are still being confirmed as *RSM Outlook* goes to press. The event will enable participants to share and contribute to the knowledge and experiences of sustainability in all aspects of business, using the expertise of its sustainability specialists and research centres. Keep an eye on the RSM website and events listings for more information. **WEB** www.rsm.nl/events

AMBITIE

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Wordt 2013 het jaar waarin u uw ambities en toekomstdromen werkelijkheid laat worden? Laat u informeren en inspireren door het **Parttime Master Bedrijfskunde programma**, start 5 september 2013.

Voorlichtingsavonden en Open Dagen, **zie website**
WWW.RSM.NL/PARTTIME-BEDRIJFSKUNDE





SUPPORT FOR ENTREPRENEURS

The Erasmus Centre for Entrepreneurship at RSM has set up the Student Entrepreneurs Excellence Programme (StEEP) has been launched to help busy entrepreneurs at risk of “dropping out” of higher education. The pioneering programme combines full-time education with entrepreneurship practice and is hosted in partnership with the Young Entrepreneurial Sagamores Foundation.



ALL AROUND THE WORLD

RSM’s MBA students have travelled to South Africa, China and Brussels over the past few months. Former Dutch

Prime Minister Jan-Peter Balkenende spoke to Full-time MBA participants in advance of their trip to Brussels (pictured). The

students later learned first-hand about the Chinese business environment and the opportunities for foreign investment during a trip to Chengdu, one of the world’s fastest-growing cities, and Shanghai.

Executive MBA students encountered international businesses and township entrepreneurs in South Africa during a five-day International Immersion Experience. Lectures included issues such as HIV/AIDS, sustainability and the principle of “innovation at the base of the pyramid”.

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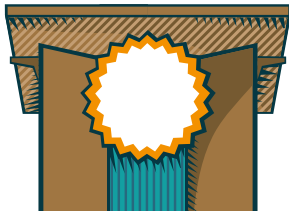
WINNER
I WILL
AWARD 2012

DID YOU KNOW?

RSM CASE STUDY WINS AWARD



Four RSM researchers – Lori DiVit, Prof. Barbara Krug, Johannes Meuer and Tao Yue – have been honoured with the ecch Case Award, the ‘the Oscar of the business world’ according to the *Financial Times*, for their case study of a Chinese company, Li Ning.



PRODUCTIVE CONFERENCE FOR EURAM 2012 SOCIAL INNOVATION

More than 1,100 scholars and thought leaders from 56 nations turned RSM into Europe’s academic hotspot for three days in June when the annual European Academy of Management’s EURAM 2012 conference took place. Issues discussed included how social innovation and the ways in which it leverages technological advances can be enhanced. A post-event poll rated the conference as ‘highly successful, beneficial and furthering’. [WEB www.euram-online.org](http://www.euram-online.org)

RSM REGATTA A SUCCESS

RSM’s EMBA2013 crew finished as victors in the first day of weekend sailing at the third annual RSM MBA Regatta. The RSM sailing team beat off stiff competition from LBS, INSEAD, Kellogg & WHU, MIP and Warwick business schools even though the weather on IJsselmeer in Friesland proved challenging. Sunday’s weather was more stable, with the Kellogg & WHU team leading four out of five races, leaving RSM second.

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

STUDY INTO ‘LOVE HORMONE’

Spraying oxytocin – a.k.a. the ‘love hormone’ – into people’s noses encourages them to adopt the opinion of their peers, according to a study led by RSM’s PhD candidate Mirre Stallen. Her findings demonstrate that oxytocin influences social behaviour in both sexes, having an impact on everyday behaviour. The human hormone helps to determine to what extent individuals identify with other people and their ideas, promoting group conformity.

ERIM – the Erasmus Research Institute of Management – shares RSM’s Woudestein campus in Rotterdam. It is one of the largest management research centres in Europe.

- **ERIM** is ranked as one of Europe’s top three research institutes.
- **ERIM** has two founding schools: Erasmus School of Economics and RSM, both faculties of the Erasmus University Rotterdam.
- **ERIM** has five areas of management research and teaching: Organisation, Business Processes, Logistics and Information Systems, Marketing, Finance and Accounting, and Strategy and Entrepreneurship.
- **ERIM** supports 32 research centres on specialised topics in management, including China Business, Learning Agents, and Mutual Funds and Hedge Funds.
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- Advanced imaging techniques allow **ERIM** researchers to see economic decision-making taking place in the brain.
- Special, interactive decisions aids and website designs, developed by **ERIM**, help consumers choose pension products online.
- Over 260 researchers have obtained their PhD degrees from **ERIM** – so far.
- Currently, 130 PhD students and 27 Research Master students are enrolled in Erasmus Doctoral Programmes in Business and Management.

Find out more at www.erim.nl

EXECUTIVE FELLOW FOR BUSINESS & ECOSYSTEMS

RSM has appointed Willem Ferwerda as Executive Fellow for Business & Ecosystems as part of a broader plan to establish an international business consortium for ecosystem restoration, and to develop a new programme: Economics and Ecosystems for Business. Ferwerda will focus on the important role that ecosystems play in the economy and society.



MORE CAREERS POTENTIAL

RSM became the first university school in the Netherlands with a master programme (MScBA Accounting & Control) that incorporates elements from the Institute of Management Accountants' Certified Management Accountant (CMA) programme. In addition, the full-time MSc Financial Management (MFM) programme has partnered with the CFA Institute, the global association of investment professionals, and this allows MFM students to enter the first level of the CFA Programme.

JPIM THOMAS P. HUSTAD AWARD FOR CHRISTOPH FUCHS

A research paper that puts forward the case for customer empowerment in making new products has won an award for RSM Assistant Professor Christoph Fuchs and co-author Martin Schreier from the University of Bocconi. The paper, *Customer Empowerment in New Product Development* won the Thomas P. Hustad award for the best paper published in the *Journal of Product Innovation Management* during 2011 because of its contribution to new product development practice and thought.

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

10TH GLOBAL ONEMBA CLASS

The newest Global OneMBA class at RSM is an international group of 33 experienced managers representing 17 nationalities. It's the 10th iteration of the prestigious 21-month Global OneMBA programme, which is offered at five universities across the globe. Participants will graduate in 2014.

MARK OF DISTINCTION

RSM's MSc International Management/CEMS programme has been awarded with the 'Distinctive Quality Feature for Small Scale and Intensive Education' accolade by NVAO (Nederlands-Vlaamse Accreditatieorganisatie) in recognition of its teaching characteristics.

APPOINTMENT FOR MATHIJS VAN DIJK



A new chair has been created at RSM with Mathijs van Dijk's appointment as Professor of Financial Markets, endowed by the Erasmus Trust

Fund. The chair has been created to promote fundamental research into the organisation and functioning of today's financial markets, their impact on the economy as a whole, and the effects of regulation and oversight.



NWO BOARD APPOINTMENT

Ale Smidts, Professor of Marketing Research at RSM, has been appointed a member of the board for the Social Sciences Disciplines at the Netherlands Organisation for Scientific Research (NWO). Professor Smidts, who is also director of RSM's Erasmus Centre for Neuroeconomics, is recognised for his broad vision of the development of science and society and in the field of behavioural sciences.



MBA STUDENTS RAISE FUNDS

Four full-time MBA students who organised a thought-provoking photographic exhibition at RSM to commemorate the first anniversary of the Japanese tsunami have donated €5,000 to provide support for families in the affected area. Ayumi Kimura has since visited Rikuzentakata and Ofunato city. 'It was inspiring and astonishing to see how strong people can be,' she said. 'Lots of people have restarted their businesses in temporary housing, or have rebuilt houses.' However, she reports that people are exhausted and very much in need of continued support.

OBITUARY PROFESSOR ARNICK BOONS

Professor Arnick Boons, Endowed Professor of Management Accounting and Control at RSM, died in July 2012 after a long illness. Joining RSM in 1986, he was named professor in 2002 and played an important role in research for the department of Accounting & Control. He was very student-oriented and always strove for high-quality education. He will be remembered as a loyal and dedicated colleague with a typical Rotterdam sense of humour.

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ROTTERDAM SCHOOL OF MANAGEMENT
ERASMUS UNIVERSITY





Photo © Doriann Kransberg

NEW FRONTIERS FOR RSM

For RSM to not only maintain its reputation as a premier institution in the fiercely competitive business education arena, but more importantly to improve upon its current high standing in Europe and globally, it must out-perform its competitors. But how can the school achieve this?

Text Russell Gilbert

To make it happen, the Dean and Management Team of RSM have laid out a strategy that involves the school opening up an office in Amsterdam. It's a bold move, and one that is integral to the invigorative development planned for two key facets of the school: the Corporate and Alumni Relations (CAR) and Executive Education and Organisational Development (EEOD) departments.

Tasked by the Dean to make a strategic vision a management reality is Theo

Backx, RSM's Executive-in-Residence and current acting head of both CAR and EEOD. So, what is the strategy and how will it benefit the school?

'First', says Theo, 'it's important to understand that RSM has a very strong position among the business schools of Europe. That RSM is 7th in the 2011 *Financial Times* meta-ranking of European business schools confirms this, as does the position of the Erasmus Research Institute of Management (ERIM) as one of the top three research institutes in Europe. However, there is no room for complacency in a market as dynamic as business education.'

Theo points out that social media has changed dramatically the way that we communicate with one another, and that responsiveness to the needs of students, alumni and business has to be rapid if it is to be effective. 'Just as crucially,' explains

Theo, 'we must not forget that effective communication is a two-way process: it is equally important to listen. That is why listening and being responsive is at the heart of our strategy.'

The Dean and Management Team are very much of the view that by having a greater understanding of the needs of alumni and the corporate world, RSM can be more effective in its communications by providing them with information about programmes, events and networking opportunities that will be of interest. 'By doing so, we can make sure that alumni and corporate contacts have a more rewarding and beneficial relationship with the school,' Theo says.

Enhancing relationships

Within CAR, three areas are receiving special attention. Backx explains that: 'The relationship we have with our alumni is of utmost importance and here the focus is on enhancing the networking potential and appeal of RSM's global community. The recently formed Alumni Affinity Groups – the sector-specific networking channels – serve as an excellent example of the type of community value alumni will benefit from.'

Second, a centralised Events Desk is to be set up to organise, co-ordinate and promote the many RSM events that take place every year. Instead of departments organising their own events independently, the Events Desk will provide professional support to organisers. 'Support will include the marketing of events, so ensuring the maximum possible exposure to the school's own networks and to the greater business community. This will expand the reach, profile and influence not only of events, but also of RSM's activities as a whole,' Theo advises.

Third, the development of mutually beneficial corporate relationships will receive greater attention. 'RSM is

“ RSM is among the elite one per cent of business schools globally that have achieved Triple Crown accreditation.”

among the elite one per cent of business schools globally that have achieved Triple Crown accreditation,' he points out. 'Therefore, it is entirely appropriate that we should seek to collaborate with triple-A businesses. Our recently-announced partnership with Shell is a perfect example of this.'

Increasing the number and strength of connections to the corporate world is crucial to the future success of RSM. Theo points out that it may seem obvious to say that as a business school RSM's remit is to educate students in the ways of business. 'However,' he remarks, 'it is worth reminding ourselves every now and then that only by intimately understanding the needs of business can we provide businesses with the education, knowledge and insights they must have to stay ahead of the game.'

Theo adds that: 'We are in detailed discussion with a number of leading companies about collaborative ventures and look forward to making announcements in the near future.'

Heroes of the classroom

In these times of insecurity and job losses, Theo believes it is important for alumni to know that they are not alone and that RSM stands behind them. 'The value of lifelong learning has proved itself. We know that our alumni, and those in our corporate networks, are committed to the idea of continued personal and professional development,' he says. 'Therefore, it is essential that RSM facilitates the desire for lifelong learning by providing executive education programmes that ▶



Theo Backx

Theo joined RSM eight years ago as the school's Executive-in-Residence. A true leader of people and organisations, Theo has had a stellar career in business, which includes serving as Chairman of Sony Europe's audio group where he was responsible for driving the organisation's consumer operations throughout Europe.

offer managers greater relevancy and value relative to the real-world challenges they face.'

Backx believes that as well being responsive to the needs of business, the value and relevancy can be enhanced by encouraging closer co-operation between EEOD teams and RSM's faculty members. 'Within our faculties resides an enormous wealth of world-class knowledge and expertise that is unique to RSM. It makes complete sense then, that more of our faculty members become the heroes of the school's executive education programmes,' he enthuses.



“Within our faculties resides an enormous wealth of world-class knowledge and expertise...”

'We also envisage more of our faculty members collaborating at a boardroom level with organisations, developing cutting-edge research and management insights that offer unquestionable value and powerful managerial relevance to both the academic and corporate worlds,' he adds.

Such is the complexity of business that even world class organisations – and the Netherlands is home to many of them – often find themselves confronted with management challenges that can be tackled only with outside help. It is here that RSM must leverage its academic strengths: helping big business find its way through the unpredictable obstacle course that is today's commercial landscape.

'Taken pragmatically,' Theo says, 'such an approach will bring us within reach of our competitors, particularly those in Europe. Additionally, it will strengthen our position and increase our visibility

domestically. Having a symbiotic strategy between CAR and EEOD is integral to this.'

Destination Amsterdam

To have a “build it and they will come” mentality to business growth is a fallacy, Theo believes. Instead, it is imperative to take your wares to the market. 'This,' he explains, 'is one of the key motivations behind the school's ambitious decision set up shop in the Zuidas district of Amsterdam. It is home to an impressive and growing number of multi-nationals including ING Group, ABN-AMRO and Akzo Nobel.'

By opening offices in the Viñoly Tower, RSM positions itself squarely in the heart of the country's finance, consultancy and media sectors and becomes local to the many alumni who work in Zuidas and the Amsterdam area. 'Being in this hub of corporate activity places us in a perfect position to gain a better understanding of the needs business and will allow us to tailor our services accordingly,' Theo explains. 'At the same time, being more accessible for our alumni will enhance the value we can offer them.'

Courses and programmes will be taught in Zuidas. This immediately widens RSM's catchment area tremendously and means that busy senior executives in Amsterdam don't have to commute to Rotterdam. Additionally, classes will be scheduled at times that make them more convenient and accessible. 'We anticipate that the RSM Zuidas team will very rapidly flourish and make its mark in what is a truly dynamic international business environment,' Theo believes, 'which is exactly what top-flight corporations should expect from a top-flight business school.' ■

The RSM Amsterdam office can be contacted at: Tel: +31 (0)20 820 1832.

EMAIL rsmamsterdam@rsm.nl



Alumni Affinity Groups:

Three Alumni Affinity Groups are currently up and running in the areas of Energy, Sustainability, and Strategic Management and Entrepreneurship. Readers interested in finding out more about these and plans to establish other groups can go to [WEB www.rsm.nl/AffinityGroups](http://www.rsm.nl/AffinityGroups)

Events Desk:

To contact the Events Desk email Nicole Eshuis [EMAIL neshuis@rsm.nl](mailto:neshuis@rsm.nl)

RSMSTERDAM

A NEW OFFICE IN THE HEART OF THE **AMSTERDAM** ZUIDAS

Rotterdam School of Management, Erasmus University is opening a **new office in Amsterdam**, bringing its world-class education and research closer to more top global companies.

The expansion means:

- ✘ Greater responsiveness to new and existing corporate clients' needs
- ✘ Convenient access to RSM's education programmes for companies and professionals located in Amsterdam
- ✘ Richer, more frequent contact with our extensive alumni based in the Amsterdam Area

For more information about our Amsterdam office and services see:

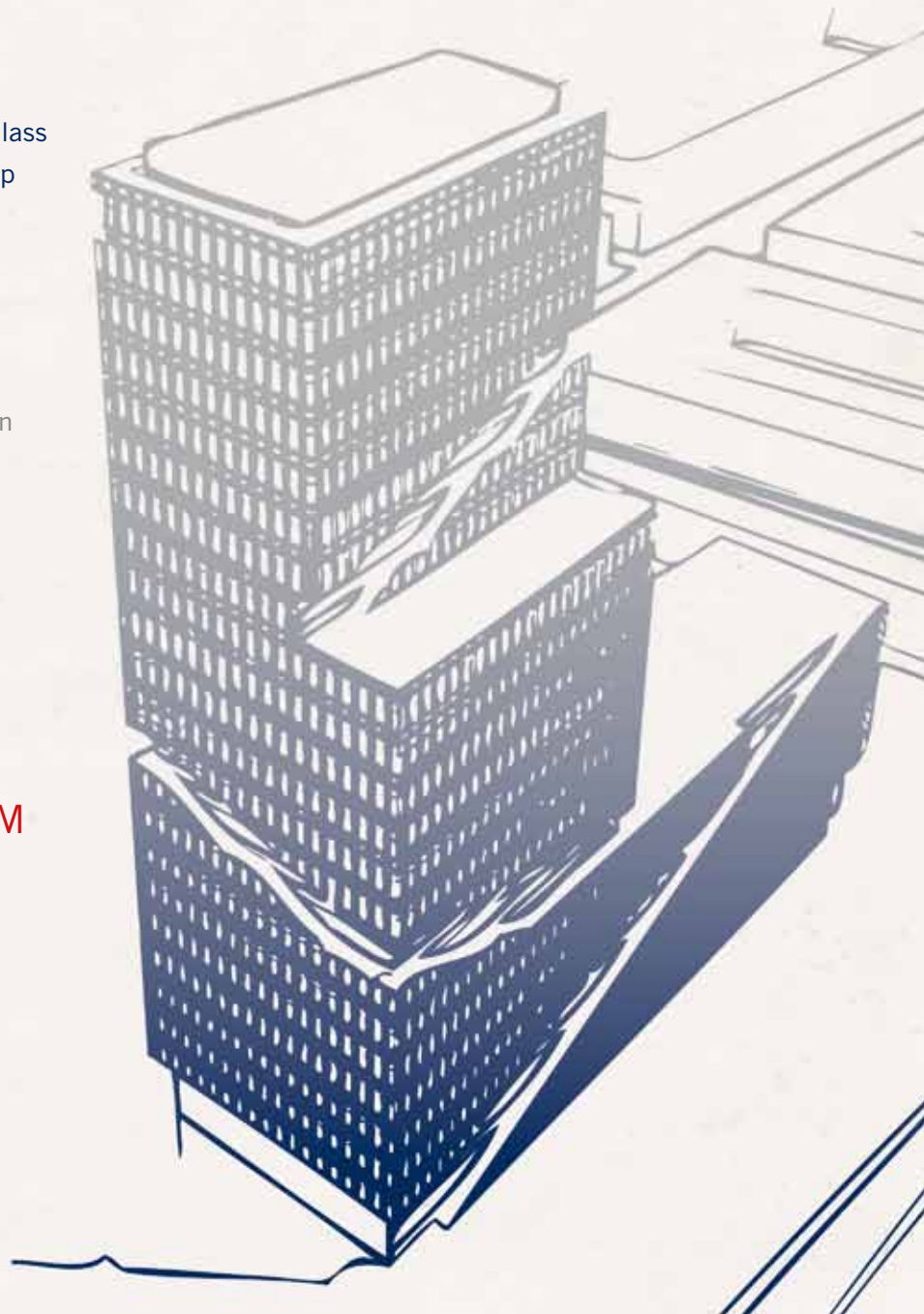
WWW.RSM.NL/AMSTERDAM

E: rsmamsterdam@rsm.nl

T: +31 (0)20 820 1832

Our Amsterdam visiting address:

Viñoly Building, 21st floor
Claude Debussylaan 46
1082 MD Amsterdam
The Netherlands



A FORCE FOR POSITIVE

RSM's Distinguished Alumni Awards acknowledge how the people behind a business can be an active force for positive change. Reinforcing that message, the winners of the two awards, presented at the RSM Leadership Summit, show a common passion for sustainability and share the courage to take action on it. **Text** Simon Hodges

The Distinguished Alumni Awards are presented each year to RSM alumni who have demonstrated excellence in business, have made a significant contribution to society, or both. In addition, the winners must exemplify RSM's four core values: critical thinking, innovation, sustainability and spirit. The winners do so in abundance.

Nominees for the Distinguished Alumni Award 2012 fell into two categories - young and senior. Robert Jan van Ogtrop won the senior category for his work in promoting the 'circular economy', and Joost Notenboom and Michiel Roodenburg won the junior category for their 'Cycle for Water' bike ride, which took them from Alaska to Antarctica.

Robert-Jan van Ogtrop

Robert-Jan van Ogtrop (pictured left) had a successful career as CEO of drinks companies Bols and Rémy-Cointreau before becoming an advocate of the circular economy. Unlike a linear economy, this seeks to re-use or recycle resources in a sustainable way to create a closed loop system with the purpose of dramatically increasing the end-of-life value of materials and minimising waste.

Exemplified by 'cradle to cradle' and 'industrial ecology' strategies, the term gathered currency in the 1970s and is now seen as a framework for re-aligning the economy to become more efficient and less wasteful.



'It's really a very logical system,' says Robert-Jan, 'one that means we do not deplete resources but find a way to live sustainably.' Robert-Jan's successful career in the 'ego-driven, macho linear economy' eventually led him to ask what he really wanted from life. 'At some point I was forced to ask myself "What really makes you tick?" The answer came back: nature, nature, nature! I found out there is no such thing as waste in nature. It is a perfect closed loop system.'

Among other activities, Robert-Jan is now an active investor in 'clean technology' – industries associated with recycling, renewable energy, IT and green transportation – and has set up The Circle Economy platform (<http://circleeconomy.com>), which aims to connect a powerful group of members with a view to making lasting change in business attitudes and practice. Founding members include Philips and AkzoNobel. The idea is to connect member firms with small and mid-size companies, knowledge centres, universities, consultants and non-governmental organisations in order to facilitate the transformation to a circular economy.

Joost Notenboom and Michiel Roodenburg

Joost Notenboom and Michiel Roodenburg (pictured right) met at RSM while studying for their Master of Science degrees and hit upon the 'crazy idea' of drawing attention to the 1.1 billion people who lack access to clean drinking water. Cycling 30,000km on bamboo bikes from Alaska to Antarctica, the pair gained international recognition, including a regular spot on CNN throughout the trip, whilst raising funds for water projects across two continents.

CHANGE

‘We’re really surprised and honoured that we have been chosen for the award,’ says Notenboom. ‘We see it as an incentive to keep doing what we are doing and to continue making an impact in this area.’

With the trip sponsored by KPMG, the pair were given jobs at the company. They now work to use water as a concept to bring about transformation in companies. ‘If we look at water use, there is virtually no aspect it does not touch; water is energy, it is food, it is embedded in everything we produce and ship around the world. If, for example, you take a look at water use throughout the



“ We’re really surprised and honoured that we have been chosen for the award...” Joost Notenboom

supply chain, and implement changes to make it more efficient, then you are creating real impact on wider systems and resources.’

Notenboom and Roodenburg are continuing their work with water outside of their jobs, with a pilot project being launched at a school in Walton-on-Thames in the UK, where pupils will learn about water use in their own lives and help raise money for a project in Malawi. This is a way, Notenboom says, for them to see global as well as local issues surrounding water use. ‘We started our trip thinking this was just an issue of pumps and pipes but along the way learned it was the basis of pretty much everything. It really is the bloodstream of the biosphere.’

The awards were presented at the end of an inspiring day at the RSM Leadership Summit in October, when

delegates learned how businesses are using technology as a key component in value creation. The awards winners and nominees served as a reminder of how RSM alumni provide inspirational examples of value creation in their own lives.

The winners were chosen by a jury of former alumni and members of RSM’s Advisory Board: Jacqueline Tammenoms-Bakker, Joost van Heyningen Nanninga, Alexander Ribbink and Marco van Kalleveen.

Presenting the awards, Marco van Kalleveen said the winners could serve either as comparisons that make us feel small or as sources of inspiration, telling the audience: ‘I hope you’ve been inspired by the stories of the winners and nominees, and when you drive home tonight think “What can I do differently?”’ ■



The Nominees

The Distinguished Alumni Award winners were selected from an impressive class of former RSM students, with one winner picked from a senior and a younger category. The nominees were:

Distinguished Senior Leaders

Stef Kranendijk

CEO of Desso Carpets who introduced and implemented a radically sustainable vision with the company’s Cradle-to Cradle inspired ‘Take Back’ scheme (See *RSM Outlook* Summer 2012, pgs 32-35).

Elizabeth van Geerestein

A former senior manager of KPMG and ATOS, who is Founder and CEO of Papillon & Partners, a global coaching and consulting firm with FTSE 100 clients.

Distinguished Younger Leaders

Clarissa Slingerland

Founder of Miss Publicity, a PR company whose originality and all-women workforce have gained big name clients including Chivas, Ben & Jerry’s, Lelli Kelli, UGGs and Fiorelli.

Bjørn Dudok van Heel

An attorney, banker and MBA graduate who runs the Peduli Anak foundation, which focuses on providing safe housing, health care, and education for some of the poorest children in Indonesia.



TECHNOLOGY INNOVATION

How are major corporations making the most of new technology to create value? Four high-profile executives from major international companies took to the stage at the fourth annual RSM Leadership Summit to explain how they are using the power of emerging technology to change big business. **Text** Simon Hodges and Justine Whittern

The RSM Leadership Summit, compered by Roland Koopman of the Dutch financial news channel RTLZ, attracted a record audience of more than 500 participants. Held at the Beurs – World Trade Center in Rotterdam, the event took the theme ‘Value Creation at the Edge of Technology’, and the audience of business people, alumni, academics and students was treated to a fascinating afternoon, which revealed a unique depth of insight and expertise from keynote speakers.

A culture of innovation

Stephan Tanda, Managing Board Member of DSM, described how the organisation shifted away from the petrochemical industries and adopted a culture of innovation, diversity and inclusion. ‘DSM’s strategy is no longer defined by access to resources, but by global trends,’ he said, ‘and the debate is not whether or not we must have a transition, but what will the pace of that transition be?’

While nutrition and pharmaceutical activities now form the greater part of the company’s mix of activities, Tanda

explained that changes to the portfolio – although necessary – are not sufficient. The challenge for DSM is that it must also steer its cultural transformation towards what he described as a ‘value-added specialities mind-set’ and a truly global leadership style.

To help achieve this, the company has sought to balance radical and incremental innovation, while continuing to internationalise by maintaining regional innovation centres. Two new growth platforms are the result: bio-based products and services, and DSM bio-medical

Stephan Tanda explains to an attentive audience how adopting a culture of innovation has benefited DSM.





DRIVES VALUE CREATION



“...companies will be able to find products for their customers rather than seeking customers for their products.”

Marc Teerlink, Global Strategist at IBM (pictured left)

how to develop speedy collaborations with companies that join the DSM portfolio.

Tanda also explained that the DSM leadership model includes personal accountability for performance along with admitting to and learning from mistakes. He cited inclusion and diversity in the workplace as being essential to success, ‘because changing the demographic is the easy part. The difficult part is to make DSM a place where people want to build a career,’ he said.

Data into dollars

‘We suffer not from information overload, but from filter failure,’ claimed IBM’s Global Strategist Marc Teerlink, blaming advances in technology for large amounts of low-quality information and predicting that Big Data will continue to get bigger.

The skill of collecting and processing big data sets to extract their value will be a hugely important skill, he proffered. The way forward is to make information more efficient and accessible, so enabling companies to move from reactive actions

to predictive ones, and to adapt business models for faster creation of value. Teerlink’s role is to identify routes to new products, and his grasp of the Big Data issue and its potential for business astonished the audience.

Teerlink explained that IBM foresees a major part of its future growth coming from Collaborative Predictive Analytics, which uses human/computer collaborations to make predictions from Big Data sets. Applications include improving the accuracy of medical diagnoses, and in the financial services sector where companies, according to Teerlink, ‘will be able to find products for their customers rather than seeking customers for their products.’

Of great interest to managers is the fact that Collaborative Predictive Analytics has been shown to correlate to improved business performance, with top line growth potentially increasing by as much as fivefold. It thus provides an impressive example of how technology can be leveraged for business benefit. ▶

products. Tanda highlighted the fact that engaging the whole of its value chain in the innovation process gave DSM not only new products, but also new delivery systems and forms for its nutritional products.

Employee satisfaction is of major importance to the company and encouraging an international mindset among managers has brought benefits. By offering senior job opportunities worldwide, managers can gain experience of high-growth economies and the know-



Innovation fever

Gerald Schotman, Executive Vice-President of Innovation, Research and Development at Shell, described his role as, ‘capturing the pace of technology in a way that really drives society forward.’ He pointed out that: ‘There is a fever of innovation taking place in the energy industry, creating technologies that are better, faster and cheaper.’

According to Schotman, by 2050 there will be a global population of nine billion people and a doubled demand for energy. Renewable sources of energy will feature more prominently than now, but hydrocarbon fuels will remain indispensable with 70 per cent of the world’s energy mix still coming from fossil fuels.

Shell leads the energy industry with spending on R&D at US\$1.1 billion per year. New developments include a floating platform as big as four football pitches for extracting liquid natural gas, a ‘bubble

“ There is a fever of innovation taking place in the energy industry...”

Gerald Schotman, Executive Vice-President of Innovation, Research and Development, Shell (pictured top left)

curtain’ to deter Arctic whales from oil platforms, and the use of concentrated solar panels. Shell is investing in energy from crop waste and geothermic energy, but in order to manage risk will also develop

a portfolio of ‘disruptive technologies’, innovations that can create new markets, thereby disrupting an existing market.

The main technological focus, however, is fossil fuels. Exploration and drilling in the Arctic, accessing ultra-deep water oil reserves and gas extraction pose challenges that require innovative new solutions. Gas is very much the future for Shell, with global demand expected to increase 50 per cent by 2035. Shell now produces more gas than oil, and believes gas to be a reliable resource which could last for the next 250 years at current production rates.

Customers drive demand

Thomas Becker, Vice President Governmental Affairs at BMW described how the company was developing its range of brands - Rolls Royce, Mini and BMW.



The company is focused on producing premium products for individual mobility. 'We make things that nobody *needs* but everybody wants,' he joked.

He described two major streams of product development – Evolution and Revolution. The first involves improving the dynamics of automobiles using the internal combustion engine, and the development of hybrid cars that have both petrol and electric power units. The second stream, Revolution, comes in the form of electric vehicles. BMW has a stream of electric concept cars that are likely to lead the field with their new technology.

Becker showed how the BMW i3 was causing the company to rethink its processes, from concept design to materials. The car will feature, for example, a new carbon fibre material for its bodies, which is knitted rather than moulded and is 50 per cent lighter than steel. But the company is also mindful of future customer behaviour; although distances most frequently travelled by the BMW MiniE's mainly city-based drivers were well within the range of an electric car, Becker suggested that future

hybrid technology would be used for greater distances.

Becker emphasised that customer preferences must also take a leading role in product development: 'People buy our cars because first, they think it looks cool; second, it drives well; and third, 'I look cool in it'. We need to deliver on that expectation,' he remarked.

In summary, four different approaches to new technology gave the fascinated audience a series of routes to value creation in modern business practice through transformation and renewal, and highlighted the importance of adopting the principles of social and environmental sustainability whilst remaining competitive. ■

A full report of the Leadership Summit and its auxiliary events appears on the RSM website at [WEB www.rsm.nl/alumni](http://www.rsm.nl/alumni)

Alumni, students, corporate relations and the wider business community will have another chance to interact with our expert speakers and academics and each other at next year's RSM Leadership Summit, on Friday, 4 October 2013.

[WEB www.rsm.nl/Summit](http://www.rsm.nl/Summit)

“ We make things that nobody *needs* but everybody wants.” **Thomas Becker,**
Vice President Governmental Affairs, BMW (pictured above)



BREAKING OUT OF THE LABYRINTH

In celebration of the 99th anniversary of Erasmus University Rotterdam in November, an honorary doctorate was awarded to Alice Eagly, Professor of Social Psychology at Northwestern University. Prof. Eagly is an authority on the psychology of gender, behavioural differences and similarities in leadership. **Text** Christine Hayes



According to Professor Daan van Knippenberg, Chair of Organizational Behavior and Personnel Management at RSM, 'Alice Eagly has contributed more than any other scholar to our understanding of gender and leadership.' Hence why he delivered her laudation at the *Dies Natalis* celebrations. 'Her robust analyses of numerous studies show that while men and women may differ in leadership style, they are equally effective as leaders.'

have more teacher- or coach-like qualities: motivational, rather than threatening; inspirational embodiments of the corporate values, rather than autocratic enforcers. And these are qualities that match women's leadership style very well. Analyses of many different studies on the subject show that women tend to be collaborative, taking colleagues' opinions into consideration; they tend to seek what's best in the broader context,

“Women still lose out on opportunities for higher executive positions when they become mothers, or take time out for family reasons.” Prof. Alice Eagly

Traditionally, men have been seen as better leaders because they have more authority, more focus and drive, and because they more readily take tough, but necessary decisions such as downsizing, or firing people. But Alice Eagly shows that the stereotype is outdated. Modern transformational leadership takes a different approach. Leaders are required to

rather than competing for the “top dog” position. They tend to be more democratic, more universalistic.

Transformational women

'This is not to say that men don't have these qualities too,' says Prof. Eagly. 'They do, of course. However, women have a slightly higher

than average constellation of qualities matching transformational leadership than men do.’

Quantitative summaries of her findings also show that women now are more likely to be prepared for leadership challenges in other ways. They are more educated: women in the US account for 57 per cent of Bachelors’ degrees, 60 per cent of Masters, and 52 per cent of PhDs. They’re increasingly valuable contributors to household finances: in 38 per cent of US married couple families in which wives are employed, the woman earns more than the man. And from a broader perspective, women advocate more supportive societal contributions to make it possible for them to enjoy fulfilling careers – more childcare facilities, more parental leave for fathers and mothers, fewer hours – without having to miss out on opportunities for higher executive roles.

Sustained societal benefits

The qualities women bring to leadership are also more conducive to a better life balance, since it is more participative and compassionate, less focused on immediate profit. A case in point, says Prof. Eagly, is the Norwegian quota example. Public companies in Norway are required to have a minimum of 40 per cent women on their boards of directors. After introducing this mandate, there was found to be a small decline in profitability, apparently as a consequence of the change.

When researchers looked closely at the data, they found that the reason for the decline appears to be fewer staff layoffs during the economic downturn,’ says Prof. Eagly. This in turn resulted in higher costs, and therefore lower profits. ‘However, researchers speculate that because the women were considering other stakeholders – the workers themselves, and the impact of losing their jobs on their families. The long-term impact could in fact be more favourable for the community at large and even to the companies, because they do not have to find and train new employees when conditions improve.’

Through the labyrinth

What, then, stands in the way of women

aspiring to leadership positions? For decades, business literature on the subject of women in business has discussed the “glass ceiling”: that hypothetical, impenetrable barrier that stands between women and leadership. For Prof. Eagly, the notion is misleading. In her book *Through the Labyrinth: The Truth about how Women Become Leaders*, she clarifies how women are gaining new access to a wide range of leadership roles.

‘Prejudice and discrimination still exist, but the fact is that women face varied challenges, right from the beginning of their careers,’ she says. The most difficult area is related to family issues. ‘Women still lose out on opportunities for higher executive positions when they become mothers, or take time out for family reasons. There’s a sense of being automatically discounted as potential fast-track candidates.’

This is not good for business, says Prof. Eagly. Companies lose so much talent that they really need by presenting people with very harsh decisions: stay at home or work part-time for a while, and you can never have a fast-track career or move up in the company. ‘Some men would enjoy concentrating on their young child for a while, if they knew it wouldn’t ruin their careers. There needs to be easier on-ramps for women returning to work after child-bearing, and easier off- and on-ramps for men too,’ she says.

Prof. Eagly is optimistic about the future. Things are changing slowly, but they are changing. She offers concise advice to the next generation of women in leadership: ‘Women tend to be less assertive than men in groups. But you don’t have to emulate men to be there and participate. Speak out! Show your intelligence. Women deserve to be confident.’ ■

***Through the Labyrinth: The Truth about how Women Become Leaders* is published by Harvard Business School Press, Boston, MA (2007) - ISBN 978-1-4221-1691-3. It is available from Amazon.com at:**

WEB www.amazon.com/Through-Labyrinth-Become-Leaders-Leadership/dp/1422116913



DIVERSITY AND INCLUSION ON THE RADAR

Pauline van der Meer Mohr, President of the Executive Board of Erasmus University Rotterdam (EUR), firmly believes that gender diversity in the boardroom can enhance the quality of debate and decision-making. Here, in a Q&A session with Justine Whittern, she gives her views on the challenges women face in business and the role of the education system in helping them make the right career decisions. **Text** Justine Whittern

Prof. Alice Eagly, who has just been awarded an Honorary Doctorate by EUR for her work on diversity issues, has described the popular metaphor of the glass ceiling as 'rather odd because it does not capture the phenomenon'. How do you view her theory of "a glass labyrinth" rather than a glass ceiling?

I think Alice Eagly's notion of a glass labyrinth is very helpful to understand the real issues at stake in gender diversity. It does justice to the fact that early career choices can have big consequences for progression opportunities down the line. Women are often unaware of the consequences of choices that do not point towards the top of a corporate pyramid, and there are various off-ramps along the way of a typical career.

Does the labyrinth metaphor have a deeper resonance?

Yes, because careers seldom follow a straight and predictable path. You find out your strengths and weaknesses by trying out different things, and you develop confidence and sense of purpose along the way. Similarly, a career is a learning process.

Would the introduction of a legal quota for gender representation in top management be of benefit?



Most male senior executives I know are very willing to tackle issues with a view to increasing gender diversity, even if only to avoid the threat of quota! The Dutch government, along with other EU governments, has introduced a target for the number of women in the boardroom. Boards here should be 30 per cent female by the year 2016, but I'm not sure this target will be met any time soon. The threat of quota is real, and if we do not collectively improve our performance soon, quotas will be forced upon us! It is not helpful to belittle or ignore diversity challenges.

Leadership commitment and consistency over time is essential, because the alternative is either “muddling through” or quota.

Do you have personal experience of the male-dominated boardroom denying or delaying your career progression?

I do not blame others for the choices I made. I fell into some very traditional traps. Early on, I allowed myself to be counselled into support function roles in legal, human resources and IT departments that made it virtually impossible for me to find the way to the top of the corporate pyramid. Had I realised this early enough, I would have opted for “line management” roles from day one. By the time this dawned on me, I had burned my bridges. Now don’t get me wrong, I am not unhappy with my career at all, and life has granted me many lucky breaks, but I can clearly see my own responsibility for the choices I made.

and how they can build an inclusive environment, will serve them equally well. So, my ideal is that diversity and inclusion education is on everybody’s radar screen. RSM and EUR, as educators and developers of the board members of the future, have a very important role in changing attitudes towards gender diversity in the boardrooms of the Netherlands, and in general.

Are there specific challenges for women in academia?

The idea of women in management making early career choices without awareness of the consequences are echoed in academia, and are consistent with findings of a study of academic staff here at EUR. They found that women in the early stages of their careers often do not focus enough on research and therefore lag behind their male peers in research output by the time they are

“ Personal leadership development can never start too early in a person’s life. We need to build this into the curriculum...” *Pauline van der Meer Mohr*

It’s clear that obstacles remain. What’s the role of the higher education system in achieving gender equality in senior management?

The higher education system certainly has a role to play. Personal leadership development can never start too early in a person’s life. We need to build this into the curriculum, just as we need to build awareness of integrity into it as some of the fundamental building blocks of a broad education.

For women, an early understanding of the rules of the game and learning how to play it successfully will help them to level the playing field. If they miss that, they will find that the field is somehow tilted: in theory, they have equal opportunity. In practice, they have to work harder to get to the top. The business world must understand that women – much more than men – need to be persuaded to play that game. For men, knowing how they can help or hinder women’s career advancement,

up for promotion to the level of professor. This may be one of the most important contributing factors to our lack of diversity at top academic levels. A recent report made by the monitoring committee Talent to the Top [of which Mrs van der Meer Mohr is a member] concluded that women are making progress, but at a snail’s pace. So it really is time to think of different and more creative ways of tackling the issue of the glass labyrinth. ■

In addition to her role as President of the Executive Board of EUR, Pauline van der Meer Mohr also holds non-executive directorships of DSM and ASML NV, and has worked for Shell, TNT and ABN-AMRO. She studied Law at EUR and the European University Institute, and Dispute Resolution at the University of Amsterdam. You can read her blog at <http://blog.eur.nl/voorzittercvbl>

I WILL DELIVER UPON MY PROMISES

Janis Berdigans, Latvian Student, BSc International Business Administration

GENDER QUOTAS GOOD FOR BUSINESS

Dianne Bevelander, Associate Dean of MBA programmes at RSM, welcomes the introduction of quotas that increase the number of women in the boardrooms of Europe. However, she also believes that society needs to undergo a radical shift in order to produce a larger ratio of women who rise naturally to the top. **Text** Miriam Young

There is an EU directive awaiting ratification which, if passed, will mean that in the next few years, boards of public entities must comprise at least 40 per cent women. By 2020, this will apply to all publicly-quoted corporations of over 250 employees. Far from being a gesture to gender equality, this is a move designed to help organisations improve functionality through being better aligned with real society. After all, women represent slightly more than 50 per cent of the population and control about 70 per cent of global spending as household decision makers.

Embedded stereotypes

Dianne explains: 'For thousands of years, society has been run by men, through politics, religion, education and the media. Even in today's equality-aware environment only 16 per cent of media writers, producers and editors, and cinematographers are women. Wherever we live, the vast majority of information we consume in every aspect of our lives comes from a male perspective.'

'From when we are very young we are taught to conform to gender stereotypes, with boys being capable of undertaking risky tasks and becoming daring leaders, while girls are expected to be sociable and inclusive. This leads girls to grow up thinking that taking on a "risky" task means placing trust in a boy to help, because other girls will be as inexperienced and vulnerable as you



are. Girls are OK for mutual support. But if you want to progress, you need a boy.'

'But then again, girls are not really encouraged to progress in the first place. Girls are taught to stick together, not stand out above one another; to support those lagging behind, not push those at the front to do better.'

Corporate comfort zones

Dianne explains how this polarised grounding gets commuted into the working world. 'By the time we are adults, we subconsciously think of women as facilitators, not as leaders. The difficulty both men and women have in accepting women as leaders means that the pathway to the top for a capable and willing woman leader is extremely hard.'

'The higher up the corporate ladder you go, the fewer professional women you encounter. This fact in itself is an obstacle to female progression because a comfort zone of a very low ratio of high-ranking women has been established.'

'Alter this ratio and both the men and the women there feel threatened. Women entering the top tier have a very limited peer group of other high-ranking women to connect with. At



more female faculty members.. 'Faculties continue to be predominantly male and there are far too few business cases that feature women as dominant characters in executive positions. The disproportionately high ratio of male business faculty members encountered by students of both genders results in perception that business intellect exclusively comes from men. This bias is then carried forward into the corporate environment. Business schools have an opportunity to lead business into a more balanced situation by providing the right environment for female students and faculty to flourish,' she says.

“ A more balanced gender ratio at every level benefits an organisation in many ways.” *Dianne Bevelander*

the same time, the perception among women that they are competing for a small number of allocated female places leads to mistrust between them. When needing support or guidance they therefore turn to their male colleagues, reinforcing the stereotype of reliance on men in a trust situation in the minds of both genders.'

According to Dianne, the introduction of the 40 per cent female quota would eradicate this situation by altering the comfort-zone, resulting in broader trust and an improved dynamic. And once established at board level, it will permeate right through an organisation's ranks.

'A more balanced gender ratio at every level benefits an organisation in many ways. The different emotional and functional attributes men and women bring to the table lead to better considered policies and practices. An enlightening fact is that companies that already have higher ratios of women at the top experience less fraud and are more profitable.'

Leading by example

Dianne believes one of the most vital facilitators for instilling society change is at business schools, which need to produce and employ

Is this regard, RSM and EUR have set a shining example in respectively nominating and awarding Professor Alice Eagly with an Honorary Doctorate. As the first woman to receive such recognition from RSM, it is a milestone that reflects the school's commitment to producing more women who will enhance leadership and mutual support.

Another example of this commitment is the Kilimanjaro Leadership Project, a women-only elective course devised by Dianne in which participants develop leadership skills and a greater sense of trust in one another.

As the EU directive edges closer to becoming a reality, Dianne's advice to organisations that might be affected by the quotas is to ensure they fully understand what women want. 'Women are an invaluable and soon-to-be unavoidable asset. Give them what they need and you'll be rewarded well.' ■

As well as her role as Associate Dean of MBA programmes, Dianne Bevelander is also a member of RSM's management team and founder of "Women Empowerment at RSM" (WE@RSM). WEB www.rsm.nl/we EMAIL dbevelander@rsm.nl Kilimanjaro Leadership Blog WEB blog.eur.nl/rsm/mbalkilimanjaro/

I WILL NEVER REGRET
SOMETHING I DID NOT DO

Martijn Roos, Dutch
Student, BSc Business Administration

COMING CLEAN ABOUT THE VALUE OF SUSTAINABILITY



Sustainability and ecological responsibility were the driving forces behind the inception over 30 years ago of Ecover, the Belgium-based producer of ‘green’ household cleaning products. Today, with RSM alumnus Philip Malmberg (Bedrijfswetenschappen doctoraal, 1990) at its head, the organisation is a leader in its field, and has an exciting future ahead. **Text Christine Hayes**

We didn’t choose the easiest of positions,’ says Philip Malmberg, CEO of Ecover since 2011. ‘But it’s a rewarding one. And consumers are increasingly more inclined to buy products from companies they feel are committed to an ecological way of thinking. They want aspirational brands, in keeping with more educated attitudes about how business should be done, and all that this implies in terms of ensuring a safe, healthy environment. Green is becoming the new normal.’

Grassroots expansion

While Ecover’s positioning may not be the easiest, it is proving itself to be extremely successful. Founded in 1979, the company was the world’s first to introduce a phosphate-free washing powder, long before phosphates were universally recognised as a source of pollution and subsequently banned in a number of countries. Today, the company produces 35 different household and personal care products in two ecological production plants in Belgium and France.

Around 300 employees account for some €155 million in annual sales, with distribution in 40 countries worldwide. And with their recent acquisition of Method, a vibrant young US enterprise that complements the Ecover range perfectly in terms of market coverage, continued fast expansion is to be expected.

Green chemistry

Malmberg is by no means new to Ecover. He was Financial Director of the company from 1993 for seven years, leaving only to gain broader, international experience with G4S in India, the UK, the USA, and Dubai. ‘I saw coming back to Ecover as CEO in 2011 as an excellent opportunity to re-join a great company,

sustainability into all the decisions we take. We look at their impact on the environment, and search for ways we can be more efficient with that in mind.’ This includes screening business partners to ensure they too take responsibility for the way they run their businesses. In terms of production, it means sourcing the best possible, safest ingredients.

“ We have lower profitability than traditional products in our industry, but it’s worth it from the long-term perspective...” Philip Malmberg, CEO, Ecover

with shareholders who are committed to long-term development, and to create something valuable,’ he says.

Ecover has taken a leading role in sustainability, which is something Malmberg is personally engaged in. The company takes a 360° approach to sustainability: biodegradable ingredients, renewable resources, consumer safety, ecologically run factories, and an approach to management that honours sustainability at all levels.

‘We make sure that the way we operate is the best possible way to run a business,’ says Malmberg. ‘That means integrating

Ecover’s standards cover the use of raw materials that are efficient at low temperatures and pressure, and which do not contribute to pollution. Packaging materials are seen as equally important, and the company is proud of its introduction of 100 per cent plant-based and refillable plastic bottles, which reduced their CO₂ emission by 75 per cent.

‘True, our way of doing business means it is not always possible to get the most cost-effective prices,’ says Malmberg. ‘However, this is only the short-term point of view. If you were to ►



albeit slowly. Sustainability is becoming a standard item on the management agenda of mainstream corporations; it is a widely accepted necessity. Unilever's Sustainable Living strategy, for example, is intended to turn them into a much more sustainable business by 2020, and others are following suit.

Infectious enthusiasm

Luckily, Ecover is not alone in its approach of "walking the talk" of sustainability. 'But I still consider us to be quite unique,' says Malmberg. Ecover invests in staff training, offering employees incentives to live a more sustainable life. This includes the possibility of working from home, rather than adding to the pollution caused by commuters. 'Ecover people live and breathe sustainability,' says its CEO, who himself became 'infected' by the company's approach when he first joined them. In the past, Malmberg remembers, ecological companies carried associations of woolly socks and a sort of "earth mother" image. That has changed. Ecological products now are healthier products, and sustainability is a healthier approach to business.

'Ecover attracts people who think outside the box, because of the nature of



“ We recognised that if we really wanted to become a bigger player we had to have coverage in the US.” Philip Malmberg, CEO, Ecover

incorporate the future cost of cleaning up our environment as a result of using bad ingredients, our products would actually be less expensive than standard products in our industry.'

Leading the way

Ecover has taken a leading role in sustainability, already going much further

than many other manufacturers towards setting ecologically responsible standards for their products and way of doing business. 'We have lower profitability than traditional products in our industry, but it's worth it from the long-term perspective,' says Malmberg, citing the many studies that support this view. And as he points out, traditional businesses are changing,

our company,' Malmberg claims. 'Perhaps we're a bit weird in a way – but I think you have to be a bit different; and it has to be fun. And I think that drives creativity and innovation. Sustainability is simply a key aspect of our company culture, and we're proud of our ability to be innovative.'

Malmberg emphasises the importance of the recruitment process in maintaining

the company culture. 'You don't have to have an ecological background to join us, but since it is the culture of our company, we insist that new hires endorse our approach. It's visibly alive in all aspects of our organisation, and it's vitally important we keep it alive as we expand and grow.'

A fresh paradigm

The addition of the trendy, vibrant Method product line of biodegradable cleaners adds new excitement and potential to Ecover's existing fresh, healthy and happy approach. 'Ecover has always had a European focus until now,' Malmberg says of the acquisition. 'We recognised that if we really wanted to become a bigger player we had to have coverage in the US.' The US is the

largest market for cleaning products, and also the fastest growing market for ecological products, enjoying a 10 per cent annual growth rate, compared to 5 per cent in Europe. With the two brands, the company can now reach out to a larger segment of the target markets: stylish, trendy, design-driven consumers attracted to the Method brand, and more traditionally ecological, nature-oriented consumers to the Ecover brand. Together, these two groups account for about 60 per cent of the entire target market. 'Our strategy is to build on our European markets, develop the US, and build a platform for Asia in markets like Japan, China and Korea in the longer term,' he says. ■

WEB www.ecover.com

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Maurits Koning, Dutch
Student, MSc Finance & Investments

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GROWING AMBITIONS

John Apesos, originally from Dayton, Ohio, is the brains behind Symbicity, a bold new idea designed to bring farming back to the city. Here he explains his vision to encourage people to grow fresh food in empty office buildings and the inspirations behind it. **Text** Tim Skelton



John Apesos studied History at Boston University and spent several years as a leadership facilitator and wilderness expedition leader before moving to the Netherlands in 2007 to follow RSM's full-time MBA programme, focusing on Strategy.

'Becoming an entrepreneur wasn't the primary reason I came,' John admits. 'But the gloves were off, and you could really experiment at RSM.' He became president of the Communication and Leadership Club, and Marketing Communications Manager on the Student Board. 'I started the first *Café Rotterdam* at the annual

general or an artist?" Generals work their way up to be captains of industry in big organisations,' he explains. 'As an artist you bring new ideas to the market, drawing the world from scratch.'

That question set John thinking about who he is, and on the road to becoming the "business artist", or entrepreneur. On leaving RSM, he worked at clean technology innovation consultancy Cleantech, then at start-up companies including Lemnis Lighting, and Green Graffiti. 'I was also operations director for the Netherlands' first electric rally. During that time I realised I could help to build a more sustainable world.'

This was the inspiration for Symbicity. 'I wanted to address some fundamental realities,' John says. 'We need food. Someone has to make it. But for the past century there has been a global concept that leaving the farm to go to the city is the way to prosperity. Frankly, it's amazing so many people even get fed with seven billion on the planet. In my mind, access to great food is real prosperity, and we need to try new ways of engaging with our food system to make it even better than the status quo.'

Symbicity's answer is the "vertical farm" – small, multi-layer hydroponics units that can be combined to create an

“ Frankly, it's amazing so many people even get fed with seven billion on the planet.” John Apesos

MBAT tournament with Smeetha Gos, and founded a new student orientation programme with Stefan Booy. All that required the support of numerous class members and was a lot of fun.'

One professor that influenced John was Nick Bendel. 'He was a phenomenal man. He asks you: "are you a fighting



indoor farm for any space. Each module covers two square metres. The intention is to offer a novel scalable solution to several problems: providing local food for local consumption, reducing water use, and re-utilising empty buildings in inner cities.

John presented the concept of growing fresh food in empty offices at TEDxAmsterdam in 2011 and won the Ideas Worth Doing award. 'I tinkered with the technology. What I'm looking for is a commercial solution to provide better access to fresh food for our ever-growing cities,' he says.

'Hydroponics isn't new of course. It's as old as the Hanging Gardens of Babylon,' John says. 'The innovation is in the repackaging. We use modular water tanks, which are slightly less efficient than central reservoirs, but considerably more

practical for cities. You can start small, and scale your farm up one unit at a time to make it as big as you wish.'

Lighting is provided by LEDs designed for greenhouses, which emit light at specific wavelengths to encourage maximum growth. 'People ask me: why LEDs when the sun is free? Yes it is, but outdoor crops take up a lot of land. Besides, the water in the fields, and the supply chains are not free.'

Urban farms also bring people closer to the source of their food. 'There's a shocking amount of ignorance about food and where it comes from,' he says. 'You see it in the obesity epidemic. This puts people back in touch with great, healthy food.'

The first prototype produced 105 leafy vegetable and herb plants on two

square metres of floor space. Plants like this mature in less than a month, so there's scope for multiple crops per year. John worked with student teams from Hogeschool Amsterdam to find simple solutions. 'I'm not a gardener – plants come to my house to die,' he admits. 'So it had to be idiot-proof for people like me.'

The manufactured version will be able to grow 250-plus plants in two square metres, and the prototype for manufacturing uses components from Hortiplan, Lemnis Lighting and Orion. 'Micro vertical farms are too small to interest the big greenhouse companies. With our partners, we will fill a gap in the market for smaller urban farms of less than 2,000 square metres using the leading horticulture technology,' John says. The big advantage of his compact units is their flexibility.

John is optimistic and realistic about the future. 'I have interest from the market. But Symbicity is still a very young company,' he says. 'Our products offer people the power to grow fresh food, to reclaim and design their community's food system. The challenge will be to inspire people to become growers again. After all, you are what you eat.' ■

WEB www.symbicity.com

ENTREPRENEURS TAKE UP THE CHALLENGE

Our ongoing series of articles that draws attention to RSM students and young alumni who have taken up the entrepreneurial challenge has proven to be very popular. In this issue, we turn the spotlight on an exciting new social media platform, and a clothing venture that is inspired by freedom. **Text** Tim Skelton

Joining

Joining is a social media platform through which people can set up small-scale activities, or join one in their area. The man behind it is Evert Schraven, who graduated from RSM with a Masters in Finance & Investments. 'RSM was a great opportunity to explore many things,' he says. 'I organised Management Week and was an assistant in the Alumni Office. Studying there provided me with the right skills I needed to start my professional career and become an entrepreneur.'

After graduating, Evert moved to Dubai and later South Africa, working as a management consultant at Delta Partners. It was being an expat that inspired Joining. 'Sometimes I wanted to play tennis, but had no partner,' he explains. 'And there was no global platform for finding one instantly.'

Evert returned to the Netherlands in 2010, joining T-Mobile as a marketing manager. But his interest in social media continued, and he soon quit to focus on his idea. 'It took a while to develop the concept,' he says. Unlike sites aimed at mass-participation events, Joining mainly focuses on micro-activities tailored to



individual interests, such as playing sport or going for a drink. 'Joining is a marketplace for social activities, like eBay is for goods and services, but also free. It can also be an activity planner aimed at friends, but one you can open to the public,' Evert says. The launch of the mobile version offers even more scope for spontaneity.

The real difference, Evert says, is that Joining is individual-based. 'The focus is on activities, and it doesn't matter if it's your friends or other people joining,' he says. 'Most platforms inform you what is happening, but not who is joining you.'

To earn revenue, Joining offers partner accounts, such as the World Port Days in Rotterdam. 'Partners use us to get more people involved in their activities,' Evert explains. 'They can build customised friends bases and invite them directly.' A second in-development revenue stream is discounted tickets. 'For example, cinemas may be empty on a Monday. To fill their seats they can post a movie and offer cheap tickets, and we get a cut.'

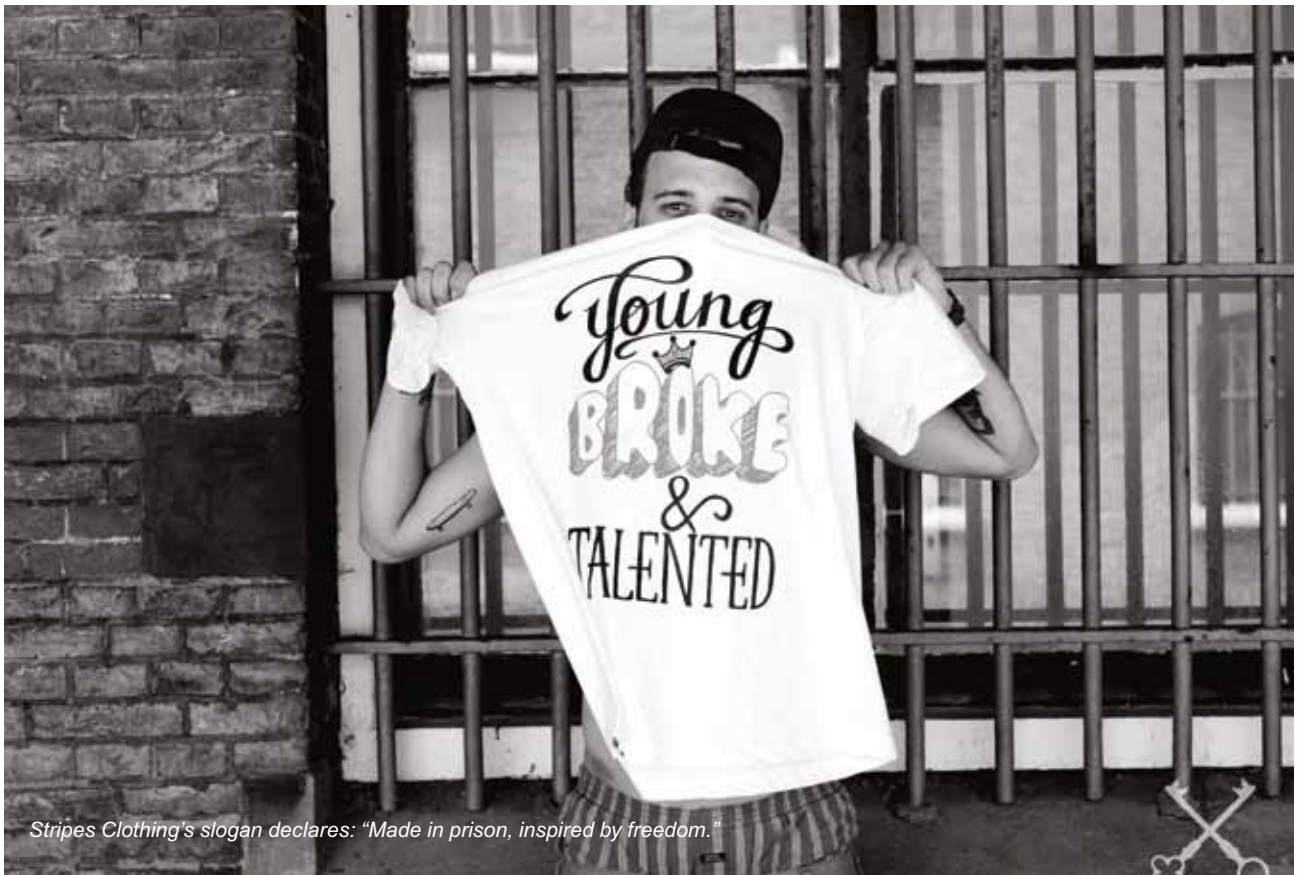
The current focus is on expats and international students, people who may be new to an area and want to meet interesting people. 'But anyone can use it,' Evert says. 'Our aim is to expand globally. But we want to do this in a safe way, little by little.'

Stripes Clothing

Stripes Clothing produces T-shirts for young people, made by prisoners in Dutch jails. The founders are Roy Oosterbaan, who graduated from RSM with an MSc in Finance & Investments, and fellow Erasmus alumni Dave Geerders (MSc Entrepreneurship & New Business Venturing) and Roy's brother Sascha (BSc Business Administration).



“ Studying at RSM provided me with the right skills I needed to start my professional career and become an entrepreneur.” **Evert Schraven, Founder, Joining**



Stripes Clothing's slogan declares: "Made in prison, inspired by freedom."

'We have different strengths,' Roy says. 'Dave thinks in opportunities; I'm more conservative and practical. Sascha is the facilitator, so between us we make solid decisions.'

How did Stripes come about? 'We brainstormed ideas,' Roy explains. 'One was making and selling T-shirts.' Then a relative at the Justice Ministry said: why not have them made in prison? 'We liked the suggestion so much it became our core concept.'

For Roy, RSM was not just a place to study, but somewhere to meet friends and play sport. But it gave him a sound framework for dealing with business problems. 'It made me look at the various causes businesses have, and inspired us to start a company with a strong social vision in its business model.'

Developing the concept proved life changing. 'We set up a meeting and

toured the prison and workshop,' Roy explains. 'Once we left, we had this strange feeling: we were going on with our lives, but the inmates were stuck behind bars. It made us value our freedom, and led to our slogan: Made in prison, inspired by freedom.'

Stripes wants to inspire young people, and help rehabilitate prisoners. 'We're about setting a positive example, helping inmates learn responsibility and working in a team,' Roy says. 'By gaining skills like sewing and silk-screen printing, they're less likely to re-offend. That's better for everyone.'

The result is win-win. 'The authorities like us broadcasting the message of production in prison,' Roy says. 'The convicts love that what they make is sold outside prison, and they are keen to show they are capable.' Their enthusiasm became clear in a competition run to set

up a new line, Stripes Conscience, the proceeds from which go to reintegration and victim support initiatives. 'We asked inmates for T-shirt designs – and received more than 35 entries.'

Business is good. 'Everyone is positive and we're gaining attention,' Roy says. 'Currently we only sell online. We're now approaching retailers, but getting into shops is difficult. As a start-up you have to prove yourself before they'll risk buying.'

Stripes' future plans include expanding to other prisons, and broadening the range with sweaters, hoodies and bags. 'The inmates will grow with us,' Roy says. 'We want to increase their involvement by creating limited edition lines.' ■

WEB stripesclothing.com

WEB www.joining.com

HELPING COMPANIES CONNECT WITH CLIENTS

As companies transform to meet the challenges of the modern business world, so must educational services transform to meet their developing needs. This is the driving force behind RSM's new Executive Master in Business Services programme. Announced in September 2011, it is scheduled to start in April 2013. **Text** Brian Bollen

Jan van den Ende, co-chair of the Executive MSc Business Services and Professor of Innovation Management Studies at RSM, is the academic director of the project. His background features a strong track record in research on innovation in project-based firms such as construction, IT and consultancy companies. Somewhat paradoxically, although constantly innovating for their own clients, such companies can struggle to conceive of and introduce the innovations they themselves need. 'Business Services is a theme that has many interfaces with education and research done at RSM,' he says.

already account for 50 per cent or more of their total sales. One obvious question immediately presents itself in the face of this paradigm shift: how do companies manage those services?

A different approach

Services are different from products, and service organisations are different from manufacturing firms. They require a different approach. The purpose of RSM's programme is to show how to manage the services and products. Klaas Wassens, director of business development and alliances at RSM, explains: 'Manufacturing companies are traditionally more inward-looking and product-focused, trying to

strengthening client relationships and adding value wherever possible, perhaps for many years beyond the original sale. These extremes are well known in each of the two kinds of supplier, but trying to integrate them into one organisation; that is where the challenge starts.'

This programme is very innovative in many ways, according to Eric Waarts, Professor of Marketing and Dean of Education at RSM. 'First, because the subject of business services has never been developed at Master level. Second, because it is a first joint Master programme in the Netherlands where RSM and the University of Maastricht (UM) will share the responsibility. Instead of offering the same programme at two locations, this will be a joint programme where the expertise of both RSM and UM will complement each other very well, creating a unique offering for business services professionals.'

Professor Gaby Odekerken-Schröder, who holds a chair in Customer-Centric Service Science at UM, adds that the design of the programme will be a process



“...the expertise of both RSM and the University of Maastricht will complement each other very well, creating a unique offering for business services professionals.”

Eric Waarts, Professor of Marketing and Dean of Education, RSM

A growing number of companies increasingly provide services rather than just products, discovering that this growth area provides profitable, stable revenues and strengthens client relationships. For some, the revenues from services

produce as many units as possible to as high a quality as possible,' he says. 'The client relationship in such circumstances might not exist beyond a one-off sale. By contrast, services companies focus more on expanding, deepening and

of co-creation together with the industry. 'From our perspective this is the only way to align academic knowledge and new learning approaches – such as our Service Science Factory – with business needs and experience.'



“Continuous relationship-building of this kind is not normally a feature of most sectors in traditional manufacturing.”

Klaas Wassens, Director of Business Development and Alliances, RSM

Industry partners

One of the companies behind the creation of the RSM/UM programme is Océ, part of the Canon Group. Océ's traditional business is developing, producing and selling high-end printers. A growing part of its activity is selling services for the maintenance and repair of the products, or even taking over a company's entire printing activity. 'Océ wants to connect with clients for the whole of the product life cycle, offering repairs, maintenance and software upgrades,' observes Klaas Wassens. 'Continuous relationship-building of this kind is not normally a feature of most sectors in traditional manufacturing.'

By adding document management services to their portfolio, companies like Océ are opening up additional customer revenue potential that is approximately four times that of the original printing revenue. 'Business services are at the core of our strategy for growth, and we need to grow a group of business services leaders to help us get there,' says Mark Euwe, Executive Vice-President of Business Services at Océ.

Another industry giant involved in developing the programme is Philips, the consumer electronics producer. 'Business services will bring additional value to our customers and is at the core of our client focus strategy,' says Garret Forde, Executive Vice President & CEO Lighting for Europe, Middle East & Africa at Philips Lighting.

Vanderlande Industries, a third industry partner in the programme, provides automated materials handling equipment for warehouse automation, parcels and post, and luggage. 'Business services will help us to stay ahead,' says Jan Hulsmann, a member of the Vanderlande board. 'Customers are demanding that we deliver, service and manage excellent projects.'

RSM's newest Executive Master programme is aimed at managers and professionals from manufacturing and technology industries who are, or will soon be, in a position to play a leading role in growing Business Services within their company. They need to have at least five years of relevant working experience. In general, most candidates

will have a university degree and would like to deepen their knowledge of Business Services.

The programme consists of seven modules, a one-day Business Services kick-off, a Business Services workshop of four days, a two-day workshop on Research Methods and a Business Services thesis. The seven modules consist of four or five consecutive days of classes from Monday to Thursday or Friday, between 08.30-18.30, held either in Rotterdam, Venlo or Maastricht.

Each module covers a specific theme and calls for analytical, associative, social and leadership skills. Each concludes with an assignment in which participants are asked to reflect on literature, compare activities in other companies, relate their new experiences to issues in their own company, and make a plan for action in their own job. ■

More information on the MSc in Business Services can be found at [WEB www.rsm.nl/lmbs](http://www.rsm.nl/lmbs) or contact Klaas Wassens at [EMAIL kwassens@rsm.nl](mailto:kwassens@rsm.nl)

PROCURING EFFICIENCIES IN HEALTH CARE

Considering the high costs associated with the provision of health care, it is important for suppliers and buyers of services to understand where efficiencies and cost-effective solutions might be found. A long-term research project at RSM is looking to help the sector to do exactly that. **Text** Joe Figueiredo

Health care costs are increasing to unsustainable levels, rising above 17 per cent of GDP in the case of the USA. Countries vary in how they finance health care, and how they deal with costs while increasing or maintaining quality and accessibility. In many systems, financing and provision of care have been separated, although competition is government-regulated in all of them.

Significantly, in a system of managed competition, those who finance care can channel funds to the most efficient and effective providers. Although this process is not always called “health care procurement”, it does, however, create the roles of health care buyer and supplier. In essence, this means that competition among providers ensures that market forces are free to reward those offering the best quality and accessibility at a reasonable price with a bigger share of the “business”. But could this help reduce health care costs?

‘Unfortunately, literature on health management seems to have placed greater emphasis on ideal markets and ideal contracts, and less on buyers, suppliers and their relationships,’ says Erik van Raaij, Associate Professor of Purchasing and Supply Management at RSM.

However, this is about to change. Thanks to a grant from the NEVI Research Stichting, a foundation that encourages scientific research, the Performance in Health Care Procurement project was launched in 2011 to investigate ways of improving the capabilities of health care purchasers in the Netherlands in areas such as contracting and supplier relationship management.

‘Crucially, separating purchasing of care from its provision should stimulate a move to more cost-effective care solutions, like outpatient instead of inpatient care. It should also improve providers’ performance,’ says Van Raaij, who is responsible for managing the project. Furthermore, providers should be able to focus on offering health services efficiently, and competition among providers should exploit market forces to increase efficiency.

Due to be completed in 2015, the project – a collaboration between Erasmus University’s Purchasing & Supply Management Centre, the Institute of Health Policy & Management, and the School of Management and Governance at the University of Twente – has been divided into five focus areas:

1. A positioning paper on health care procurement (completed in 2011)
2. Buyer-supplier partnerships in health care procurement
3. The effects of health care procurement practices on hospital effectiveness
4. Performance management in health care procurement
5. Health care procurement using population-based financing

Dutch model

The Dutch health care system highlights some key issues with health care procurement. There are three types of institutions in the Netherlands involved in purchasing health services: municipalities that buy support for vulnerable groups such as the elderly, disabled and the mentally ill (covered by social premiums);





population-based financing, offers care providers a fixed payment per member of a regional population. This creates incentives to keep a population healthy for the lowest possible cost, by, for example, stimulating preventive care.

The way forward

'We have a comprehensive remit and an eminent project group in place to find ways of bridging the fields of purchasing and supply management and health management, while stimulating cross-fertilization between these fields,' says Van Raaij. 'However, it is not purely an academic exercise because there are very strong practical aspects indeed.' For example, looking into buyer-supplier partnerships, there will be case studies to investigate how partnerships evolve during the life of a contract, and the impact of regulation.

“...improving the capabilities of health care purchasers and the relationships they have with care providers should ultimately translate into better health care at a lower total cost.” *Eric van Raaij*

“care offices” representing 32 care regions and run by health insurers, which purchase “exceptional” medical care for the elderly and chronically ill (paid for from social premiums); and health insurers, which purchase primary and curative care from family doctors, hospitals and clinics (financed primarily from insurance premiums from individuals).

This last category has the most market forces in play: consumers are free by law to select and change insurers; and insurers are allowed to make a profit and deploy marketing techniques to attract and keep clients, including negotiating group-rates and terms with companies and other organisations.

There are restrictions, however. For example, an insurer may not acquire a care provider, such as a hospital, thus placing

restrictions on a care purchaser. ‘Another challenge is the result of consumers’ expectation to have freedom of choice in selecting care providers,’ says Van Raaij. ‘This restricts buyers, who would prefer to limit their choice to several “preferred” suppliers, with whom they could negotiate favourable terms and conditions based on distinctive quality and economies of scale.’ In addition, having a select number of suppliers makes it easier for them to co-ordinate “production” and manage relationships.

Hospital payment is currently based to a large extent on the treatment stipulated by an initial diagnosis and carried out, providing hospitals with a financial incentive to increase the volume of treatments. In contrast, an innovative form of payment under review, called

Based on project findings, guidelines for creating and maintaining partnerships will be developed. What’s more, a doctoral candidate with extensive field experience and selected by an insurer will be deployed to study population-based financing, and report back with recommendations.

‘Importantly, improving the capabilities of health care purchasers and the relationships they have with care providers should ultimately translate into better health care at a lower total cost. That’s what we are aiming for,’ explains Van Raaij. ■

Eric van Raaij is Associate Professor of Purchasing and Supply Management.

EMAIL eraaij@rsm.nl WEB www.rsm.nl/people/erik-van-raaij



PUTTING FAMILY BUSINESS ON THE MAP

Although family business is a driver of the global economy, the sector has lagged behind in terms of research interest. With the upcoming November launch of the Erasmus Centre for Family Business (ECFB), however, RSM is aiming for international recognition in the field. **Text Lesa Sawahata**

The statistics are surprising: one third of Fortune 500 companies are family controlled. In the US, family firms are responsible for more than 60 per cent of the GDP and 85 per cent of all jobs. In the EU, 80 per cent of companies are family firms, accounting for 75 per cent employment. In the Netherlands, 69 per cent of firms are family owned (and that is excluding self-employed entrepreneurs), and they are estimated to contribute over half of the Dutch national product each year.

With this kind of global power, the family firm should be a hot topic in the world of management research. But the insular nature of family firms and the lack of foundational data about the sector has made it easy for management scientists to overlook the impact of family business.

With the launch of the Erasmus Centre for Family Business (ECFB) on 30 November 2012, RSM will seek to redress the 'not very sexy' image of family business research, and to make the school an internationally recognised centre for trailblazing research in the field.

A confluence of strengths

The ECFB has some unique advantages in this regard. One is Scientific Director Vanessa Strike, whose entry into RSM in January 2009 was a precipitating factor in the rising awareness of family business within the school. The Canadian scholar's research has been honoured with such awards as the International Family Enterprise Research Academy Award (in 2011), and the Outstanding Discipline Award for Entrepreneurship from Ivey Publishing for her case study on Ganong

Bros. Limited. Strike credits two key players – one within and one external to RSM – for providing the support, energy and drive that has spurred on the creation of the ECFB, which will become part of RSM's Strategy & Entrepreneurship Department.

'I am really pleased that Hans van Oosterhout has believed in my vision for the centre,' she says. If Prof. van Oosterhout (the Vice Chair of the ECFB Advisory Board) needed convincing of the relevance of family business to RSM's business, the launch of Strike's MSc course 'Governance and Strategic Challenges of Family Firms' in 2010 must have turned the trick.

Consistently rated 5 out of 5 by students in the course (about half of whom are themselves the scions of family firms) the enthusiastic feedback indicates that 'there is a recognised need for this kind of research,' says Strike. The strong response was a signal to Prof. van Oosterhout that there was real potential for RSM to distinguish itself with family business research expertise.

'Family business research is an interesting proposition, and my objective is that the ECFB will make a real difference in terms of the acquisition

and dissemination of knowledge about the topic,' says Prof. van Oosterhout. 'Our intention is that setting up the centre will help spark off research in an area in which relatively little is known,' he continues.

In fact, as a long-term researcher in the field of corporate governance, Prof. van Oosterhout's own studies have resulted in a cache of data that forms a foundation for deeper research into family business. And, as Vice Chair of the ECFB Advisory Board, Prof. van Oosterhout's job includes the delicate work of developing relationships with a network of family firms. 'My challenge is to build mutually-rewarding partnerships

“ Our intention is that setting up the centre will help spark off research in an area in which relatively little is known.” Prof. van Oosterhout, Vice Chair, ECFB Advisory Board

with family firms,' he says, 'which may develop into sponsorship in the future.' The centre has funding for the coming three years, and the hope is that more family businesses will offer research support for new knowledge that will benefit their future generations.

External champion

The second 'key player' credited by Strike with the realisation of the ECFB is the Chairman of its Advisory Board, Robert de Kuyper, who headed his family's eponymous distillery business ▶

(in operation since 1695) for 32 years. De Kuyper is the crucial 'external champion' who – as an alumnus of RSM – had been waiting, albeit none too patiently, for family business to find its way onto the research radar of the school.

'For the last ten years I've been actively working with academics from schools like Harvard and Insead and IMD, and they are very keen on research and education in the field of family business. When I heard that Vanessa had started at RSM, I was happy that something was finally going on,' he says. What began as a discussion

by family business for family business – and this is an active board. They will be working with students to help them develop ideas for their Master theses, for example.'

Family secrets

The very private, almost hermetic nature of families in business has been an impediment to management research in the field, says Prof. van Oosterhout. 'We know family firms are an important source of value creation, but we don't have a lot of data because of the lack of disclosure,' he says.



“ One of the things that differentiates our centre is that it is founded by family business for family business.” Vanessa Strike, Scientific Director, ECFB

about the possibility of a Chair of Family Business at RSM quickly transformed into the idea of a Centre of Expertise.

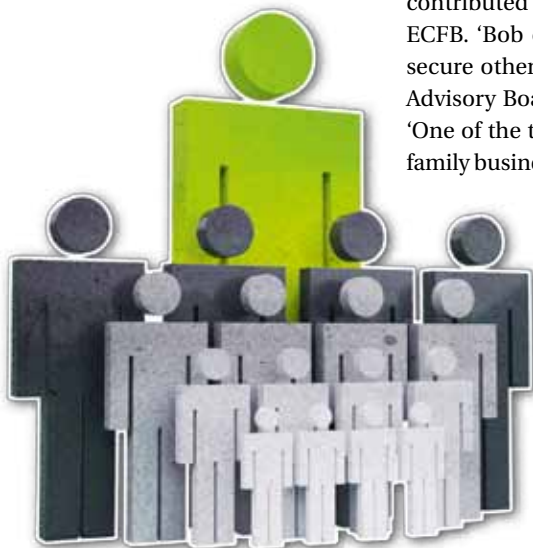
De Kuyper's reputation and his active engagement in international family business organisations lent momentum to the formation of the centre; he was instrumental in assembling an Advisory Board and in finding sponsors who contributed the seed money to begin the ECFB. 'Bob de Kuyper has been able to secure other passionate and committed Advisory Board members,' says Vanessa. 'One of the things that differentiates our family business centre is that it is founded

What is clear is that family firms face specific challenges, including introspection, succession issues, nepotism, and managerial entrenchment. Then there is the special – and not always comfortable – nature of family relationships. 'Think about the emotions that get carried into the boardroom,' says Vanessa. There's a tendency to remember ancient slights, such as a sibling's taunting. 'Families need to learn how to deal with those conflicts and emotions; that is one of the bigger challenges within these firms,' she says.

Family firms have unique advantages, as well, she believes. 'They tend to have deeply rooted values, a longer-term focus, and a commitment to employees and the community and if they're not public, they don't have to report to shareholders, so decision-making can be faster.'

Research streams

The ECFB research teams will be building knowledge across a variety of themes. Decision-making within the family firm



is one intriguing area; another is how the financial crisis impacted family firms in Europe, with an underlying question of whether family firms approach crises differently.

Strike's own research specialty is fairly novel in the field: the role of advisors within family firms. 'My dissertation was on advising family firms. I'm actually one of the very few academics who has looked at the role of the advisor from a theoretical standpoint,' she says. She notes that this is an area of growing research interest. 'There will be a special issue of *Family Business Review* coming out next year on the topic,' she says. Her own article *Advising the Family Firm: Reviewing the Past to Build the Future* was published in that journal last January.

One area of recognised need in the family firm is research into next-generation leadership. While the rare

family business may last ten generations – like De Kuyper – statistics indicate that few family firms last beyond a 3rd generation. So issues of succession, renewal, strategy and innovation within the unique context of family firms is essential. Prof. van Oosterhout sees this next-generation leadership research as a means to build recognition of ECFB's research, and a basis for building relevant educational programmes.

'As the Vice Chair, I have a number of objectives for ECFB. The most important is to do research that would otherwise not be carried out,' he says. 'We hope to put the ECFB on the map. We want to have the gravitational pull that will attract scholars and businesses, and perhaps be the top such Centre in the world.' ■

EMAIL vstrike@rsm.nl

WEB www.irim.nl/familybusiness



Mission and Vision

Mission: to contribute to the development and long-term viability of family businesses around the world through the provision of research on family business, the development of family business leaders, and outreach activities.

Vision: to be recognised as one of the leading Centres in the development of research and intellectual capital on family business. As a leader in international family business scholarship, the ECFB will develop, disseminate and share knowledge on the challenges involved in family, business, and responsible ownership, through teaching, development of educational materials, and outreach activities, in order to ensure the long-term viability of family businesses around the world.

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



FORTHCOMING EVENTS



11 December 2012
ERASMUS FINANCE SEMINAR
 Prominent researchers in finance from all over the world will come to Rotterdam on Tuesday, 11 December when INSEAD Associate Professor of Finance Joel Peress describes his work on information in financial markets, with applications relevant to asset pricing, portfolio theory, mass media and economic growth.
For more information on this and other Erasmus Finance Seminars, contact Elvira Sojli, esojli@rsm.nl



15 December 2012
RSM CHARITY DINNER AND AUCTION
 A fabulous charity auction is part of RSM's annual

fundraising dinner on Saturday, 15 December at the Walls art gallery, Prinsengracht 737. Last year, alumni donated luxury weekends, whisky-tasting sessions, an Indian banquet, belly dancing, shoe polishing, and a seaside weekend in Normandy. Tickets are €80 each and all profits go to RSM's chosen charities.
To book or donate auction items, email Irene Broekmans-Versluijs, ibroekmans@rsm.nl



17 December 2012
EARTH CHARTER CELEBRATION
 A celebratory conference to highlight the international Earth Charter takes place in December at various locations around the world. A conference in Rotterdam features

speakers from international business, governments, NGOs and the public. The subject is international co-operation; how to achieve results and use each other's strengths.

Keynote speakers include former Dutch Prime Minister and Earth Charter co-initiator Ruud Lubbers, and Peter Bakker from the World Business Council for Sustainable Development. Gail Whiteman, RSM's Professor of Sustainability, Management and Climate Change will act as moderator.

WEB www.ourmovingborders.nl



December/January
GRADUATE PLACEMENT SURVEY

Where are you now? It's only a year since graduation for alumni of MSc2011, but RSM's Career Services department wants your feedback for the Graduate Survey Report 2012, which will be published in spring 2013.

The survey, which needs to be completed and returned by early January, asks about

job hunting, career progress, salary, location and industry. Career Services Manager Cécile Reulen says that: 'The results can influence how prospective students perceive the value of postgraduate study at RSM, and it provides valuable information for recruiters, so they know that when they come to RSM, they are looking at some of the best students in Europe!'

Alumnus of MSc2011, but not received a survey by email? Please email Careers Services to update your contact details. Email: careerservices@rsm.nl



31 January 2013
ALUMNI DRINKS IN MADRID

Starting on Thursday, 31 January, the Madrid Local Chapter will be holding get-togethers for RSM alumni in the Madrid region. Further gatherings will take place every last Thursday of the month.

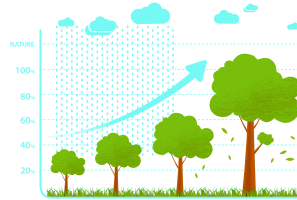
For information, email Jeroen Reyes (MBA00), jeroens4@hotmail.com

January 2013 onwards

PART-TIME MASTER BEDRIJFSKUNDE

Do you have a colleague or team-member interested in studying for the Part-time Master Bedrijfskunde at RSM? Tell your colleagues to come and find out more from the series of RSM workshops and open days scheduled every month from January until summer 2013. The one-year Dutch-language programme starts in September 2013 and participants graduate in November 2014. [WEB www.rsm.nl/pto](http://www.rsm.nl/pto)

describe the admissions process, programme structure and Career Services. She will answer live questions afterwards. *For information, email msc.info@rsm.nl or see the Events Calendar at www.rsm.nl/events*



12 February 2013

THE ECONOMICS OF ECOSYSTEMS

RSM's recently-appointed Executive Fellow Business & Ecosystems, Willem Ferwerda, will introduce elements from his recently-published blue paper *The Economics of Ecosystems and Biodiversity* in what promises to be a lively 30-40 minute presentation. The event takes place on Tuesday, 12 February 2013, from 17.00 – 18.00, and is organised by Sustainable RSM. Ferwerda will interact with the audience after an overview of his research and work.

Ferwerda has an illustrious background in tropical ecology; he has worked in tourism, conservation and restoration of ecosystems on three continents and was director of the

Dutch office of the International Union for Conservation of Nature, and founded the business biodiversity network, Leaders for Nature.

[WEB www.rsm.nl/sustainable](http://www.rsm.nl/sustainable) or www.rsm.nl/events

Spring 2013

BUSINESS MANAGEMENT AND LEADERSHIP

For first-time managers with growing responsibilities, RSM's 11-day Diploma Programme in Business Management and Leadership is designed to improve performance and confidence as well as provide the skills needed for forthcoming challenges. Run in Rotterdam very successfully for several years, the programme comes to Amsterdam for the first time.

[WEB www.rsm.nl/executive-education](http://www.rsm.nl/executive-education)

Spring 2013

FINANCE FOR NON-FINANCIAL MANAGERS

A two-day programme to help you make sense of financial data and its impact on decision-making and performance management, Finance

for Non-Finance Managers will run in Amsterdam in late spring 2013. [WEB www.rsm.nl/executive-education](http://www.rsm.nl/executive-education)

March 2013

MARKETING



MASTER CLASSES

Learn more about the latest marketing concepts in RSM's highly regarded Frontiers in Marketing seminars, which start again in March with six Thursday evening master classes. Each one presents a unique forum and offers a dialogue between guest speakers, participants, RSM researchers and top RSM MSc students. Subjects include 'Why we should stop advertising', and 'Designing brands with a mission'. Sessions take place fortnightly from March 2013.

For information, email [Rianne van Reeuwijk, rreeuwijk@rsm.nl](mailto:Rianne.vanReeuwijk@rsm.nl) or visit [WEB www.rsm.nl/fim](http://www.rsm.nl/fim)



5 February 2013

VIRTUAL CAMPUS VISITS

Let colleagues and team-members know they can find out more about RSM's 14 highly ranked MSc programmes and the BScIBA without leaving their desk! Make a virtual visit to RSM at 13.00 CET Tuesday, 5 February or Tuesday 5 March for a presentation from Admissions Manager Amy Janssen-Brennan, who will



FORTHCOMING EVENTS

12-13 March 2013

ESSENTIALS OF LEADERSHIP

For anyone working in a team-based organisation, the two-day Essentials of Leadership programme is a guide to becoming a successful leader. It will help project managers, team leaders and senior specialists to develop their skills in building trust, managing conflict and coaching and motivating others. *For more information about the programme, which runs in Amsterdam for the first time, go to: [WEB www.rsm.nl/executive-education](http://www.rsm.nl/executive-education)*

March 2013 onwards

EXECUTIVE EDUCATION IN AMSTERDAM

A selection of RSM's short Executive Education programmes, covering a broad spectrum of business skills, will run for the first time in Amsterdam in 2013, as well as in Rotterdam. [WEB www.rsm.nl/executive-education](http://www.rsm.nl/executive-education)



March/April 2013

SPRING CAREER BOOSTERS

New and updated one- and two-day programmes have been

added to RSM's Executive Education portfolio. Highlights include Brand Strategy, Performance Management, Advanced Marketing, Investor Relations for Accountants and International Financial Reporting Standards – and more. Courses are held in Rotterdam in March and April.

Full details and course dates are at [WEB www.rsm.nl/executive-education](http://www.rsm.nl/executive-education). Alternatively, contact Michael Smith, mg-smith@rsm.nl



11-12 April 2013

BRAND STRATEGY

RSM's new, two-day Brand Strategy programme is designed for branding and marketing managers, consultants, entrepreneurs and general managers. Offering a strategic view of branding, it will provide participants with tools and strategies for communicating the brand effectively. It will run in Amsterdam on 11-12 April 2013, and in Rotterdam on 28-29 November 2013. [WEB www.rsm.nl/executive-education](http://www.rsm.nl/executive-education)



12 April 2013

RSM ALUMNI DAY

Upgrade your skills, update contacts and extend your network! Mark the date of the next RSM Alumni Day in Rotterdam for a mutual exchange of knowledge between alumni and faculty – Friday, 12 April 2013. The programme includes interactive sessions from RSM faculty and high-profile alumni, and the day finishes with a networking dinner. *More details will be announced in the alumni e-newsletter RSM Update, through the alumni department's Facebook, Twitter and LinkedIn pages, and at [WEB www.rsm.nl/alumni](http://www.rsm.nl/alumni)*

14 April 2013

RSM ROTTERDAM MARATHON TEAM

Get your running shoes ready for the New Year. On 14 April, the school will once again

enter a team symbolic of its relationship with the city for the Rotterdam Marathon. The emphasis for runners will be on having fun during training, the experience of running with a team, and raising funds for the RSM Annual Fund.

Coach Gerard Jan de Ruiter, who trains the Erasmus Road Runners, will provide training sessions in Rotterdam for beginners and experienced runners. If you're in Amsterdam and want to take part, please get in touch because with enough interest it may be possible to organise a training group from RSM's new Zuidas office.

For more information or to sign up, visit [WEB www.rsm.nl/marathon](http://www.rsm.nl/marathon) (where you can see photos from last year), or email annualfund@rsm.nl

4-5 June 2013

PROBLEMSOLVING WORKSHOP

Identifying problems, applying techniques and implementing solutions as a strategy consultants would is the subject of a two-day workshop designed for policy-makers, planners, corporate developers, internal and external





consultants. The Strategy Consultant's Approach to Problem Solving, which will take place in Rotterdam and in Amsterdam, adds to the

toolbox of solutions for business problems. Participants can even use a problem from their work to use in the workshop. [WEB www.rsm.nl/sca](http://www.rsm.nl/sca)

24-28 June 2013

CORPORATE COMMUNICATIONS SUMMER SCHOOL

A week-long summer school will explain and explore the contribution of Corporate Communication to business objectives. Programme leader is Professor Cees van Riel. The programme uses scientific knowledge, case studies and participants' personal experiences to explore and develop skills for using communications as a management tool. This

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

short open programme forms part of the Executive MSc Corporate Communications programme. *For more information, email ccc@rsm.nl, or visit [WEB www.rsm.nl/mcc](http://WWW.RSM.NL/MCC)* ▶

iwill.rsm.nl

I WILL GO THE EXTRA MILE

Liesbeth Veen - van Adrichem, Dutch Student, MBA13

Rotterdam School of Management, Erasmus University



FORTHCOMING EVENTS



23-24 September 2013

WOMEN IN LEADERSHIP WORKSHOP

A new two-day workshop addresses the issues of women in business, particularly the challenges women face when climbing the corporate ladder. Participants will discover more about managing themselves, managing relationships and managing networks through interactions with other high performing women in a challenging but pleasant environment. *For full details and registration for the workshop on 23-24 September 2013, including registration details, go to [WEB www.rsm.nl/executive-education](http://www.rsm.nl/executive-education)*



4 October 2013

RSM LEADERSHIP SUMMIT

The events team is already working on next year's Leadership Summit and is aiming to deliver even more compelling business insights presented by high-profile executives from the world's leading organisations. Make a date in your diary for Friday, 4 October 2013 in Rotterdam. Join the debate on Facebook and let the events team know what kind of content you'd like to see. As well as keynote presentations, you can look forward to networking with expert speakers, academics, alumni, students, corporate executives and the wider business community. Look out for more details in the e-newsletter and social media channels.

A full report of the 2012 event including presentations from the keynote speakers (from BMW, DSM, IBM and Shell) can be found at [WEB www.rsm.nl/Summit](http://www.rsm.nl/Summit). Alternatively, email summit@rsm.nl



Autumn 2013

99... 100! BIRTHDAY CELEBRATIONS

Look out for a series of special events next autumn when Erasmus University Rotterdam, celebrates its 100th birthday.

RSM hosted the university's 99th birthday in early November 2012 with its symposium and expert debate on the theme of "Women Mean Business" which explored female leadership. An honorary doctorate was presented to American Professor of Psychology Alice H. Eagly for her authoritative work on gender and leadership. *A full report of the 99th Dies Natalis hosted by RSM can be found at [WEB www.rsm.nl](http://www.rsm.nl). Details of the centenary celebrations will be announced in 2013.*

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

LOOKING FOR TALENT?

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At RSM you will find a vast resource of world-class talent for your organisation and opportunities to engage the Netherlands' top management institution.

Participants in the Bachelor, Masters and MBA programmes range from motivated young business professionals to experienced senior executives. Representing over 40 nationalities, they have a wealth of global business and intercultural expertise.

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ROTTERDAM SCHOOL OF MANAGEMENT
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Professor Daan van Knippenberg

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The ability to understand, generate and implement new management strategies is essential for every business. Become a Certified Strategic Manager with **the Erasmus Executive Programme in Strategic Management**.

Professor Pursey Heugens

Customers are not just 'king'. They're everything

Technology has created intense new competition, but also endless new growth opportunities for those who can craft winning marketing strategies. Consider **the Advanced Marketing Open Programme**.

Professor Gerrit van Bruggen



Trust is the new control

Understanding the impact of new management control techniques is more important than ever if you are a non-financial manager who wants to take on a bigger role in your organisation. Consider **the Principles of Management Control Open Programme**.

Professor Frank Hartmann



Business *was* usual

The business environment we work in can be unpredictable – and that means challenges for you and your organisation. RSM Executive Education and Organisational Development (EEOD) can help you understand and master this complex environment. For over 20 years, we have been keeping the leaders of international business ahead-of-the-curve in every functional area of business, through our Open and In-Company Programmes. Open your mind. Find out more about our full offering of Open Programmes at rsm.nl/open. **Alumni of EUR and RSM receive a 10% discount on all of RSM's Open Programmes.**