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RSM Outlook

WINTER 2013

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

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GROWING TOMORROW'S ENTREPRENEURS

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Switzerland
United Kingdom

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RSM OUTLOOK
WINTER 2013

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Erasmus Energy Forum 2014

Reinventing the energy landscape: Microgrids and Financing Sustainable Energy

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

Rotterdam School of Management, Erasmus University hosts [the 3rd Erasmus Energy Forum](#):

SAVE THE DATE: 19th June 2014 - business forum
20th June 2014 - scientific forum

Leading policy makers, decision-makers in business, and leading academics will discuss robust, intelligent, efficient, and sustainable energy networks for the future.

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Keep updated on RSM's latest knowledge.

www.rsm.nl/energyforum



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LETTER FROM THE DEAN

It's a special year for RSM and for EUR, and while the university's centennial gives us the excuse to look back and celebrate everything good about the rich history of our university, this issue of *RSM Outlook* also demonstrates our forward-looking point of view.

The university's centennial celebrations, (page 40) include the conferring of eight honorary doctorates. RSM is proud to be the honorary promoter of Professor Don Hambrick of Smeal College of Business at Penn State University for his distinct theoretical contributions to the field of strategic management.

“ RSM now has an office in Asia, which gives us a firmer footing in places such as Taiwan, China, Korea and Japan.”

Prof. Hambrick's work focuses on themes which were also addressed in October's fifth annual RSM Leadership Summit which this year had the ambitious title "Reinventing the Future". Our speakers and senior faculty members rose to the challenge and impressed the audience with the frankness of their presentations and the quality of their answers in the panel sessions. They spoke of the "can do" attitude and the importance of family firms, as well as the

Netherlands' geographical advantages, and the importance of social capital. You can read about it in the RSM Leadership Summit review on page 18.

RSM makes its own contribution to the reinvigoration of the economy and competitiveness by means of transferring research knowledge to business, and through you.

Our education programmes equip international and diverse graduates with the skills to understand and recognise the new potential in a competitive economy, and seek out completely new roads to long-term success using co-creation and entrepreneurship from individuals and corporations. These are the qualities our judges identified in our Distinguished Alumni award winners for 2013, who are profiled on page 28.

We continue to extend the role of alumni, making use of our social capital. In 2013, we began a mentoring programme, RSM-MentorMe. You can read about the experiences of mentors and mentees on page 36.

We also organised an enjoyable way for alumni, students and the corporate world to come together at the annual two-day RSM MBA Regatta in August, which took place in the Dutch city of Lelystad. I had great fun meeting



them on the non-sailors' hospitality clipper. And I believe there's a photo to prove it.

Over the past couple of months, I have met many of our alumni around the world, and I have seen the new contexts in which RSM can make gains as it continues to internationalise. RSM now has an office in Asia, which gives us a firmer footing in places such as Taiwan, China, Korea and Japan (see page 16), and we are building stronger links within Europe, using EUR's office in Brussels as a base. What's more, RSM's strong national and international reputation rubs off on EUR.

Other faculties can learn from our expertise and experiences, such as the EMBA international study tour in South Africa, which showed participants more ways of doing business and more examples of entrepreneurship. You can read about all of these on page 38.

I was both proud and pleased in September when RSM moved into the top five of the *Financial Times* 2013 Global Masters in Management ranking, which indicated that we are doing well in the "careers" and "value for money" aspects. Our scores for "aims achieved" and "school diversity" moved up and received high praise from alumni participating in the survey. RSM is ranked sec-

ond for "international mobility", and third for international business.

Overall, these results show that we continue to perform well, that our teaching strategy provides the right education and connects appropriately with the needs of students and the business community. While the global MSc landscape is continuously growing and becoming more diverse and competitive, this outstanding result for RSM shows that our MSc in International Management programme offers an excellent start to an international management career.

The ranking for CEMS, the global alliance of 28 business schools of which RSM is a member, has dropped a little to seventh place, but stays firmly in the top ten of the ranking.

Overall, 2013 has been a highly satisfactory year and I'm looking forward to 2014. Allow me to express my warm wishes for the New Year. May it be prosperous and busy for us all.

Kind regards,

Prof. Steef van de Velde

Dean

Rotterdam School of Management
Erasmus University

NEWS FROM RSM



ENTREPRENEURSHIP CONGRESS

More than a dozen researchers, policy-makers and entrepreneurs exchanged their viewpoints and knowledge with attendees at the first Erasmus Entrepreneurship Congress on 10 October. The congress marked the launch of the Erasmus Centre for Entrepreneurship (ECE). In addition to the participation of high-level speakers, RSM Professor Justin Jansen presented the findings of the first Entrepreneurship Index, which ranks companies according to their level of entrepreneurship. The centre aims to imbed entrepreneurship into education and research, forge closer ties with the corporate world, and promote entrepreneurship among students.

WEB www.eur.nl/ondernemerschap



DUTCH LABOUR FORCE AMONG BEST WORLDWIDE

INSCOPE: Research for Innovation, led by Professor Henk Volberda, collected data for the *Human Capital Report* published by the World Economic Forum (WEF). The Netherlands ranked fourth overall, and scored particularly well on health, well-being, and on

providing stimulating work environments to get the most out of human capital. For the first time, the 122 countries were also ranked according to the amount they invest in their labour force. The Netherlands is among the top 10 of the world's smartest workforces.

GET MORE WITH THE RSM OUTLOOK APP

There's more to this issue of *RSM Outlook* than ever before, with the launch of our new *RSM Outlook* app to which we've added videos, extra photos, maps and links. The *RSM Outlook* app for Android and iOS smartphones and tablets can be downloaded from the Google Play and Apple stores. The enriched version of this issue is also available online at **WEB** www.rsm.nl/outlook



RSM ROWING TEAM IN BOSTON

RSM supported Rotterdam's student rowing club Skadi's Jonghe Acht in the world's largest two-day rowing event,

the Head of Charles Regatta in Boston, USA, in October. The RSM-Skadi crew borrowed a boat from the Harvard boathouse and raced against top universities from across the world. They were placed 12th out of the 47 boats competing in their class.



AWARD FOR YOUNG RESEARCHER

RSM's PhD candidate Anne-Sophie Lenoir won the ESOMAR Young Researcher of the Year 2013 and €2,500 for her research into culture and language, and in particular how to effectively target and engage with ethnic minorities. The award was handed to her during ESOMAR's annual congress in Istanbul in September.

MBA's ADVISE ENECO

International Full-time MBA participants shared business ideas about financing, services and government policies with Eneco's management board in September.

Their presentation included recommendations for the Dutch government – as requested by Pieter Duisenberg, a former Eneco board member who now serves in the Dutch parliament's lower chamber, the Tweede Kamer. The energy company invited the MBA team after its outstanding performance during RSM's Living Management Project.



ARCTIC METHANE IS 'ECONOMIC TIME-BOMB'

The global effects of Arctic methane released by melting permafrost must be modelled better, according to RSM Professor Gail Whiteman and two co-authors. Published in the scientific journal *Nature*, their ground-breaking article concludes that methane emissions caused by shrinking sea ice from the Arctic could cost US\$60 trillion – the size of the world economy in 2012.

NO HESITATION FOR JAPAN ALUMNI CHAPTER

There were discussions of the Japanese culture of "hesitation" when 12 RSM MBA alumni met Dean Steef van de Velde in Tokyo in October. However, the alumni didn't hesitate in their enthusiasm for the event, which included a debate about RSM's global strategy and how alumni in Japan can work professionally with RSM.

AWARD FOR CLICK BEHAVIOUR RESEARCH

MSc in Marketing Management graduate Merel Zimmerman has won the Digital Communication Awards 2013 for her Master thesis *Paid search advertising: Influencing click behaviour with ad content*. Zimmerman analysed the relationship between the characteristics of advertisement messages and the effectiveness of paid search advertising, and whether this relationship depends on customers' position in the sales funnel and their product knowledge. [WEB www.digital-awards.eu](http://www.digital-awards.eu)



WATCHING THE WATCHERS

EUR has launched a unique research programme involving eight investigations into government watchdogs. Employees of eight regulatory and supervisory agencies have begun carrying out simultaneous doctoral research for a study led by RSM's Professor Muel Kaptein and Martin de Bree. The watchdog bodies will benefit from cross-pollination from the RSM investigation's findings.

TOP FIVE RANKING FOR RSM MSC

The *Financial Times*' 2013 Global Masters in Management ranks RSM's MSc in International Management programme in fifth place. This year's evaluation of the programme indicated that RSM is doing well in "careers rank" and "value for money". "Aims achieved" and "school diversity" move up and get high praise from surveyed alumni. RSM is ranked second for "international mobility", and third as a top school for international business. RSM's CEMS programme was ranked seventh, staying well within the leading global MSc ranking's top 10.

NEW APPOINTMENT AT ECSP

Michiel de Wilde is the new Executive Director of Erasmus Centre for Strategic Philanthropy, which aims to increase the effectiveness of the European philanthropic sector. It initiates and combines research, develops learning programmes and management instruments and offers a knowledge-sharing platform. This sector plays an increasing role in tackling different social problems and is developing fast. De Wilde plans to lend support to the professionalisation of the sector in tackling social problems. [WEB www.ecsp.nl](http://www.ecsp.nl)



GRADUATES NETWORK EARLY

RSM's second Graduate Placement Survey Report shows master students develop professional networks early – and use them to start job hunting while still studying. It looked at RSM's MSc graduates' employment circumstances including salary, location and industry sector a year after graduation. Compared to 2011, the 2012 report showed the top 20 employers represent a wider mix of industries, but fewer graduates stayed in the Netherlands and more find jobs in other EEA countries.

BUSINESS VALUATION PROGRAMME STARTS 30TH RUN

Jan Vis, one of the best-known independent business valuers in the Netherlands, launched the 30th run of the successful 14-month RSM Business Valuation programme in September. The RSM Associate Professor created the Dutch-language programme, which provides economic theories and insights in international tax and offers participants direct access to take the SWBO 'Registered Valuator' exam.



SUSTAINABILITY BOOK GOES INTERNATIONAL

An award-nominated book, co-written by RSM Professor Rob van Tulder and RSM Research Associate Andrea da Rosa has now been published in English. It reveals decision-making processes and management perceptions that shape organisations' transitions to sustainable business.

The authors and two consultants worked with 20 high-profile companies in the Netherlands to write *Managing the Transition to a Sustainable Enterprise. Lessons from Frontrunner Companies*.

Hardback: ISBN 978-0-415-71612-3
Paperback: ISBN 978-0-415-71613-0

[WEB youtu.be/zdKaWBe9aAM](http://www.youtu.be/zdKaWBe9aAM)



MOBILE APP FOR BETTER CITIES

RSM student Clarissa Gomes (MBA/MFM) and her Brazil-based Colab team's smartphone app has been judged the 'world's best urban app'. They won US\$5,000 to support its further development. The team developed the feature for the 'AppMyCity' competition, hosted by the New Cities Foundation. Colab's app aims to enhance citizens' urban experience and make the city a better place to live.

TURNING ROCKET SCIENCE INTO BUSINESS

Sixty students from leading European business schools worked on space technology from the European Space Agency (ESA) to explore the potential for Earth-based applications. RSM and the ESA organised the week-long CEMS seminar at the Agency's Business Incubation Centre in Noordwijk in the Netherlands. Half of the students worked on entrepreneurial challenges with start-up companies, the other half prepared a business proposal based on an ESA miniature optical spectrometer patent.



ALUMNI VITAL STATISTICS

The Global Executive OneMBA class of 2013 graduated in June, adding 32 new members to RSM's international alumni network. They come from 17 different countries, have an average age of 40 and an average of 15 years' work experience. During their 21-month programme, they took 14 courses, attended four global residency trips and 11 local residencies. RSM's OneMBA programme collaborates with four other business schools across the globe.



NEW DIRECTOR APPOINTED

Tom Mom has been appointed as Academic Director of RSM's Dutch-language Part-time Master Bedrijfskunde programme. He has taught Strategic Management on the programme for six years, and his research focuses on strategic entrepreneurship and ambidexterity within organisations.



A DECADE OF SUSTAINABILITY AT RSM

A seminar to celebrate 10 years of working towards sustainability at RSM entitled *Grassroots and Gratitude* also marked the official launch of the Sustainability pages on RSM's website. Jan Rotmans, Professor of Sustainability Transitions, talked about transition and its governance, developing change strategies, and the radical innovations needed for a sustainable economy. A toast to celebrate 10 years of transition and momentum for sustainability followed the session.

WEB www.rsm.nl/sustainability

**I WILL BE A GLOBAL
ENTREPRENEUR**

Tianmingzi Lan, Chinese
Student, BSc International Business Administration (IBA)

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I WILL BE AN ADVOCATE FOR GLOBAL SUSTAINABILITY

Daniel Vargas Fernandez, Peruvian Student, MBA14



PARTNERSHIP APPROACHES TO SUSTAINABILITY

Partnerships and an integrative approach are important tools for more sustainable business practices – that was the message from the first ever RSM Sustainability Forum in May. Speakers were Cradle-to-Cradle expert Prof. Michael Braungart, RSM professors Gail Whiteman and Rob Van Tulder plus EMBA 2002 alumnus Herbert Smorenburg. Eight international organisations Eneco and the World Wildlife Fund, PostNL and the Municipality of Delft, Cargill and Unilever, and KLM and SkyNRG led four break-out sessions.

Next year's Sustainability Forum will address 'Mainstreaming Sustainable Business' on Friday, 25 April, 2014 in the Forumzaal on RSM's Woudestein Campus. To find out more:

WEB www.rsm.nl/sustainability



GOLD AGAIN FOR RSM CHAPTER

RSM's Net Impact Chapter has received its third consecutive gold standing. The gold and silver standings are based on performance in the past academic year in terms of activities, programming, and membership reach. The global Net Impact community of more than 40,000 students and professional leaders create positive social and environmental change in the workplace and the world.

CLUB OF SPAIN CONFERENCE SUCCESS

E-entrepreneurship in Spain's complex macroeconomic environment was the subject of a conference in Madrid, organised by the RSM Alumni Club of Spain and UCLAAnderson Club of Spain. Guest speakers were entrepreneurs from two of the country's most successful e-commerce start-ups. It was the second event organised by the RSM alumni Club of Spain since it was founded in 2012, and the first joint event with UCLAAnderson.



WOLF KETTER APPOINTED PROFESSOR

A new academic chair to promote research into technologies that facilitate automated real-time decision-making has been filled by Wolf Ketter, who becomes endowed Professor of Next Generation Information Systems. Prof. Ketter also directs the Erasmus Centre for Future Energy Business, and has developed the new three-day executive open programme Future Energy Business, among other new curricula. **WEB** www.rsm.nl/energy and www.rsm.nl/feb

NEW RSM JOB BOARD

There's now a new way for companies to recruit RSM's high-calibre business minds with the launch of the RSM job board, hosted by the Career Services department. Organisations can publish vacancies for job seekers to browse, search and apply. It's a way to match RSM students and alumni with some of the market's top jobs. Find out more at

WEB www.rsm.nl/jobboard

IN-COMPANY MSC ACCREDITED

RSM is the first business school in the Netherlands to receive accreditation from the Dutch-Flemish accreditation organisation (NVAO) for an in-company MSc programme. RSM's two-year world-class Executive MSc in Accounting & Financial Management is aimed at finance professionals, and offers a practically-orientated academic education. It's also customised to a company's specific needs and cases.

ALLIANCE OF CHINESE AND EUROPEAN SCHOOLS



RSM and 19 other European and Asian universities and colleges have established the new Alliance of European and Chinese business schools (ACE). It focuses on the synergy between research and education to benefit the next generation of executives.

Planned activities include a joint programme, professor and student exchanges, projects and research conferences, and developing modules for international skills. RSM's MSc Chinese Economy & Business represents RSM in ACE.

DONATIONS AND NATURAL DISASTERS

RSM researchers Assistant Professor Bram Van den Bergh and PhD candidate Ioannis Evangelidis found that the death toll matters more than the number of survivors affected by natural disasters when it comes to donations to disaster relief efforts. In many cases, the number of fatalities doesn't correlate with the number of survivors in need. Their research was published in *Psychological Science* recently.

THE PEAK OF SUCCESS

MSc students Eve Gnanaraj from India and Anne Kemps from the Netherlands joined RSM's MBA Kilimanjaro Leadership Project, which saw 16 women climb the 5,895-metre summit in October. Participants use the mountain as both a classroom and a metaphor for business as they experience the challenges of leadership while working together to overcome physical and mental barriers. Their blogs can be read at

WEB www.rsm.nl/kili



MIDSUMMER ENERGY

Imperatives and incentives for bringing new energy technologies to market were identified during the second annual Erasmus Energy Forum in Rotterdam in June. The forum was organised by Prof. Wolf Ketter of the Erasmus Centre for Future Energy Business and speakers came from the automation, automotive manufacturing, networking, energy generation industries as well as academia. Presentations, two lively panel sessions and poster sessions from researchers plus ample time for networking made the event a huge success. Next year's event will be on Thursday 19 and Friday 20 June in Rotterdam, and will feature industry and academic sessions.

WEB www.irim.eur.nl/energy

PRINCESS INTRODUCES SOUTH AFRICAN ELECTIVE

Princess Irene of the Netherlands, well known for her work with nature, visited RSM in September to present the EMBA Leadership Retreat elective to EMBA2013 candidates. The elective, which took place in November, was at a residential retreat at Bergplaas, the princess's private nature reserve in the semi-desert region of Karoo in South Africa, and aimed to renew leadership vision through mindfulness, storytelling and silence. Dianne Bevelander, Associate Dean MBA Programmes said the beauty and isolation of Bergplaas allowed the 11 students taking part to slow down and think about what type of leader they would like to be, and how they might develop themselves to attain this.

MAX HAVELAAR LECTURE

The sixth Max Havelaar lecture, which looks to stimulate thinking about poverty issues, took place at RSM in October. Themed *True Pricing, Fair Banking and Fair trade: managing the transition to a truly value-creating economy*, this successful half-day event was a co-production between a leader in sustainable banking, Peter Blom (CEO of Triodos Bank and President of the Global Alliance for Banking on Values), rising social entrepreneur, Adrian de Groot Ruiz (executive director of True Price Foundation) and Professor Rob van Tulder of RSM.

UNDERSTANDING MAN'S POINT OF VIEW

Mens' perspectives of issues surrounding women in business were discussed at an MBA Women in Leadership workshop recently. Speakers were MBA student Avneet Kaur, Catalyst Europe consultant Caroline Pickard, and Bentley University's Mike Page. This part of RSM's open programme Women in Leadership, run by Dianne Bevelander, included the varying treatment of women in business in different parts of the world, flexible work arrangements, and cultural and historical biases.

SAILING ACTION AT RSM REGATTA



RSM and the RSM Sailing Club hosted the annual RSM MBA Regatta in August. The two-day sailing competition, organised by the RSM Sailing Club, took place in the Dutch city of Lelystad, and was part of the global business school MBA sailing league. For RSM alumni, corporate relations, and staff who didn't sail, RSM provided a hospitality clipper and social events, including children's activities. Catch all the excitement and drama of the event on YouTube: <http://youtu.be/ewTEJ5wOKNE>



MIND AND SOUL REUNION FOR MBA ALUMNI

RSM MBA alumni celebrated 5th, 10th, 15th, 20th and 25th class anniversaries in October. The two-day RSM Alumni Reunion 2013 included the RSM Leadership Summit, inspirational seminars, and social activities. Almost 150 alumni travelled from across the world to reunite with former classmates, re-live the Rotterdam and campus experience, and attend seminars about managing life transitions and mindfulness at work.

I WILL STAY AHEAD
Robin Slakhorst, Dutch
Alumni Rotterdam School of Management,
Erasmus University Founder Symbid.com



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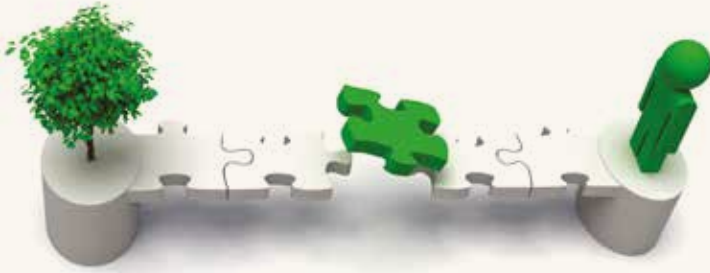
- ▶ Five years working experience
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- ▶ Good English skills

MORE INFORMATION

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SUSTAINABILITY WORKSHOP KEEPS IT LOCAL

RSM Executive Education hosted a workshop with the Hello Zuidas Foundation and the Green Business Club in September, which explored sustainable development in the Zuidas region through the use of mindset, infrastructure, water and mobility. One participant said: 'I specifically liked the creative part and seeing RSM faculty in action. It gives a good idea of possibilities for the future.'

MORE INSPIRATION FOR RSM IN ZUIDAS



Two classrooms, meeting rooms, a top-class restaurant and an auditorium mean more inspiring lifelong learning for RSM alumni and their colleagues based in Amsterdam. RSM is making use of a new venue, De Nieuwe Poort in the Viñoly Building, which Bradley Lang, head of the Amsterdam office, describes as 'an inspirational meeting place for businesses on the Zuidas, and in the same building as our office.' Find out more about training sessions, presentations and information sessions at: [WEB www.rsm.nl/amsterdam](http://www.rsm.nl/amsterdam)

TAILORED IN AMSTERDAM

Tailored executive education programmes delivered by RSM teams in Amsterdam have been taken up by at least seven companies since the office opened a year ago, and more than 30 companies from a variety of sector have expressed interest in RSM's open and customised programmes. Check the Executive Education listings in the back of this issue to see programmes that take place in Amsterdam in the next few months, or visit: [WEB www.rsm.nl/executive](http://www.rsm.nl/executive). For customised programmes tailored to suit your business, visit: [WEB www.rsm.nl/customised](http://www.rsm.nl/customised)

NEW FACE FOR RSM IN AMSTERDAM

Anne Maccotta, a professional skills trainer and developer of high-impact training programmes has joined RSM in Amsterdam as Senior Learning Consultant. Anne started her career at Deloitte before establishing the PwC Academy, and has more than 10 years' experience in developing international projects for multinationals. Her specialities and experience include behaviour, compliance, culture, ethics, leadership, change management, executive coaching and programme design.

TOAST THE NEW YEAR

Put a date in your diary for New Year's Drinks with the Dean, Professor Steef van de Velde, in the Viñoly Building in Amsterdam's Zuidas on Tuesday 21 January 2014. For more information on this and other events, see the Forthcoming Events section in the back pages of this issue, and online in the 'Networking & Events' section at: [WEB www.rsm.nl/alumni](http://www.rsm.nl/alumni)

HOT TOPICS IN AMSTERDAM

'Creating an S² Competitive Advantage' by RSM Professor Rob van Tulder is underway as *RSM Outlook* goes to press. This quarterly interactive seminar for professionals is part of the RSM Erasmus Business Series in which RSM's experts deliver insights into various hot topics. The first event in June attracted 85 professionals who came to hear business economist Boudewijn Bertsch discuss the subject of dissatisfaction with business. Find out more about the next in the series at:

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

BUILDING BRIDGES TO ASIA

The Netherlands has enjoyed long-standing relationships with Taiwan for over 400 years. RSM has built on these ties in East Asia for the past 15 years, and these were strengthened significantly on 1 July of 2013, when the school opened its brand new Asian office in Taipei. **Text** Kevin Titman

The opening of an office in Taiwan will strengthen RSM's brand equity in East Asia and allow the school to develop strong alumni networks, expand its corporate relations, and support student recruitment. The opening is an important landmark that was then sealed via an official inauguration on 15 October.

Based upon the increasing presence of alumni and corporate partners and the rising tide of Asian and non-Asian RSM graduates seeking and securing employment in the East Asian region, the school felt that the time was right to formalise its physical presence via an office in Asia. As Dean Steef van de Velde explains, the decision reflects the changing tide within the business education sector on a broader level:

'We see a clear, perceptible shift in job demand and career opportunities for MBAs away from the US and Western Europe, towards Asia. By bolstering our presence and increasing our proximity to business contacts, alumni and potential students in this part of the world, we expand and strengthen our corporate and alumni network in a rising region.'

'Taipei was a natural place to organise this from for two important reasons. First, RSM already has a strong brand recognition in Taiwan and it enjoys a very strong alumni and corporate network

there. Second, we had the opportunity to engage Mr Dual Wu as the executive director for the office. Mr Wu is very well connected, not only in Taiwan, but also in Korea, Japan, and mainland China, in particular Shanghai and Beijing. That is why the focus of our Asian office is mainly on these countries.'

Key services

The office will work with RSM's marketing and admissions office to recruit top quality students from Asia, and in particular Taiwan, Korea, Japan, Shanghai and Beijing, for all of its programmes. The office will provide prospective students with information and advice.

Another main service already in place is career development. This operates largely thanks to significant alumni engagement, coupled with the strong presence of RSM corporate partners within the region. Therefore, the continued



The building in which the new RSM office is located offers bright, spacious and modern facilities.

“ RSM already has a strong brand recognition in Taiwan and it enjoys a very strong alumni and corporate network there.” Prof. Steef van de Velde, Dean of RSM



development of the alumni network is another major objective, as is further establishing RSM as a leading business school brand.

International strategy

The opening of the Asia office is part of a larger-scale strategy designed to attract international students and develop strong

alumni and corporate relationships all over the world by stepping up the physical presence of RSM inside and outside of the Netherlands. Prospection continues apace within Asia in order to identify a second potential location for an official office, whilst in Europe the school operates out of Amsterdam and uses the EUR office in Brussels for this reason as well.

This two-pronged Europe-Asia expansion initiative has been planned and implemented within the broader context of the school's overall international strategy, as the Dean underlines:

'Our main goal is clear – to attract more and more international students to our school and to assist them with finding excellent job opportunities after they graduate. This requires the development of strong alumni and corporate relationships, and these are needed as well to viably launch programmes and enhance our job portfolio, possibly together with other reputable institutions, in other parts of the world.'

The European dimension to this international project is also taking significant shape. RSM's Amsterdam office has operated with great success since 2012, with activities so far mostly concentrated upon executive education and working with corporate partners.



Taipei is an attractive location for RSM's new office.

As Prof. Van de Velde explains, an office in Germany represents an increasingly serious option for RSM:

'The success of our Amsterdam office has exceeded expectations. The plan is to replicate this in other carefully targeted areas in support of the school's larger-scale international strategy. For many years now RSM has had a strong German contingent within the student body, not to mention close connections with a number of German businesses. These key factors add up to Germany being a very strong candidate for the expansion of RSM within Europe.

With a potentially growing hub of offices within the Netherlands, sites under serious consideration in Europe and tangible developments in Asia with the promise of further growth in the region, important, concrete steps are being taken in order to ensure the globally connected future of RSM. ■

LEADERSHIP SUMMIT REINVENTING THE FUTURE

In front of a record audience of 700 members of the business community, RSM alumni and students, senior executives from four world-class Dutch firms shared the stories of their re-invention at the RSM Leadership Summit in October. Those in attendance learned that innovation, confidence, long-term business models, and taking risks are the key elements for success in the post-crisis age.

Text Dorine Schreiner and Justine Whittern

The capacity audience packed Rotterdam's Beurs-World Trade Center to hear words of wisdom and unique perspectives from leaders of major international businesses about dealing with upcoming shifts in business, society, and politics. Uniquely, the RSM Leadership Summit gave the audience the opportunity to put their questions directly to the speakers. Here's a summary of the presentations.

While crediting the Netherlands with strength in education, trade, sustainability and innovation, **Lodewijk Hijmans van den Bergh, Executive Vice President and Chief Corporate Governance Counsel at Dutch international retailer Ahold** also described its need for more confidence in inventing the future. Essential ingredients include 'good people, the right culture and good governance that stimulates

invention, and innovative thinking for a "can do" mentality'.

Companies should look at the past in order not to repeat mistakes, warned Hijmans van den Bergh as he unashamedly admitted the 127-year old company's "near-death experience" in February 2013, when its shares lost nearly two-thirds of their value. Innovation should be part of a company's DNA, but it's also important to 'never miss a good crisis; it can create tremendous opportunity'.

Recovery meant careful preparations before the launch of Ahold's "Reshaping Retail" strategy through which it would become a better place to shop, a better place to work, and a better neighbour. A move into online retailing has changed its culture and combined its passion for food as it adapts to new consumer behaviour. 'It's not either "go shopping or go online";



“ Never miss a good crisis; it can create tremendous opportunity.”

Lodewijk Hijmans van den Bergh, Executive Vice President and Chief Corporate Governance Counsel at Ahold

Lodewijk Hijmans van den Bergh of Ahold enthuses about having a "can do" mentality.



Pieter van Oord, CEO of Van Oord, talked on the subject of family businesses and risk.



Creating clusters for success

'Family companies do better in times of economic recession than in times of economic growth,' said **Pieter van Oord, CEO of Dutch marine contracting company Van Oord**. The company was established in 1854, and now has an annual turnover of €1.7 billion.

The CEO described the downsides of family business, including an inability to adapt to new markets, conservatism and problems of succession through changes of generations. But successful family businesses show entrepreneurship and are prepared to take risks. They are remarkable for being economical, flexible and carry little debt. They can more easily expand internationally; they retain talent better than competitors, have a long-term focus, and may show a surprising level of diversification. Heads of family businesses

are often more visible, and remain in position for three or four times longer than CEOs, said Van Oord.

Germany's Mittelstand – small- and medium-sized enterprises (SMEs) – are one reason behind the country's success through the crisis because of their excellent balance between stakeholders (customers, suppliers, their regions and banks) and also because of their relationships with multinationals. '[The smaller family businesses] are crucial in the supply chain of these large companies,' said Van Oord, adding that companies like this work together in clusters – for example in manufacturing or automotive clusters, with engineering and consulting firms playing a major role. With more clusters, the Netherlands would be able to reclaim a top position in the global economy, said Van Oord. ▶

it's about blending it all together,' he said, calling it "omni-channel retailing", in other words, a seamless approach to the consumer experience through all available shopping channels.

Reinventing the future is about responsible retailing, he observed, and it leads to an incredible amount of innovation and invention, with responsible sourcing at its base.

Crisis is an opportunity

Frans van Houten, CEO of Royal Philips told the audience that the 123-year old company's need to reinvent itself became urgent in 2011 when its share price 'tanked' to just €12, at which point the company was no longer in control of its own future. A deep assessment of strengths preceded its transformation, which was carried out with optimism and a belief in the company's ability. 'Crisis is an opportunity,' said Van Houten.



Frans van Houten, CEO of Royal Philips, spoke of the value of innovation.

For Paul Smits, Port of Rotterdam Authority's CFO, leaders need to have ambitious visions.



The majority of the company's turnover is now business-to-business rather than business-to-consumer. Shareholder confidence has returned and the share price has doubled, 'but by no means are we done,' said Van Houten. The company now collaborates with all kinds of customers – governments, medical experts, architects and scientists – as it focuses on added value. Philips is maximising the opportunities presented by the growing markets in China and India. 'Profitability in China is as good as in the western world, and we call it our second home. It offsets the shrinkage in Europe,' he said.

In short, innovation comes from fulfilling unmet needs, new business models and new locations, and from being agile enough to shift the business focus. "It sounds obvious, but if you don't do it, then other companies will overtake you," said Van Houten.

Read more about Frans van Houten's unique perspectives in our exclusive Executive Interview on pg 22.

Long-term visions

'The best way to predict the future is to invent it,' said Paul Smits, CFO at Port of Rotterdam Authority, quoting



Journalist and presenter Twan Huys guides the panel discussions.

“ Without a long-term vision, short-term efforts are pointless. You need to look forward to survive.”

Paul Smits, CFO at Port of Rotterdam Authority.

American computer scientist Alan Kay. Smits outlined education, infrastructure and innovation as pillars for economic growth, and described the Port of Rotterdam as ‘a gift and a massive responsibility’ for the country, thanks not only to its geographical location but also the port authority’s investment in long-term plans and constant observation of long-term trends. But the treasure of the port should not stop the Dutch from raising the bar, he warned. Too many decisions in the Netherlands are based on risk avoidance instead of excellence, he said.

The CFO passed on advice he was once given: not to look for the golden idea, but to be smarter than the competition, develop the market, create new activity, and then execute. In terms of new activity, the port has collaborated with other organisations

on projects requiring long-term vision, such as the transport overview system InlandLinks to optimise intermodal routes from the port and inland, and the linking of heat producers along the port’s quays and harbours with a network of pipelines to reduce the use of fossil fuels. Both projects involve parties with different long-term interests. ‘But without a long-term vision, short-term efforts are pointless. You need to look forward to survive,’ said Smits.

According to Smits, leadership is about creating an ambitious vision and putting in place an excellent team, which the leader must inspire, drive, challenge, and encourage. Competencies are more important than experience. ‘In the Netherlands, we focus too much on mediocrity,’ concluded Smits. ‘Don’t accept mediocrity. Human capital is key.’ ■

Panel sessions

Panel sessions moderated by Dutch TV journalist Twan Huys took questions from the audience and were fast-paced and wide-ranging. Van Oord and Hijmans van den Bergh joined RSM professors Hans van Oosterhout and Abe de Jong, in the first half of the afternoon, while Paul Smits and Frans van Houten joined RSM professors Rob van Tulder and Henk Volberda in the second half.

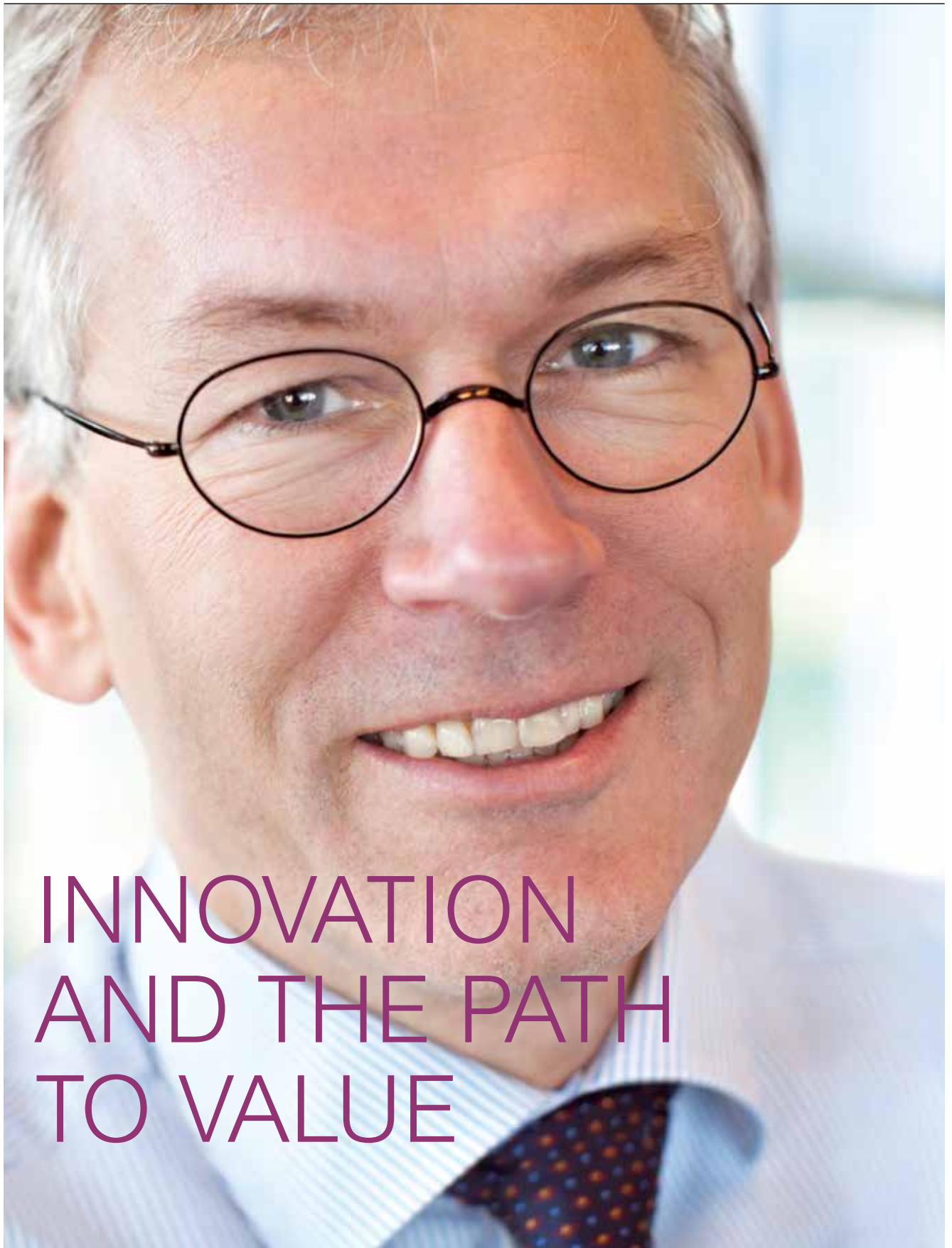
They discussed a revival of the traditional Dutch “polder model” for decision-making; corporate governance; the infrastructure in family businesses and their access to capital, and the importance of relationships between universities and companies. The audience heard the consequences of “closing the doors” to foreign students, and of the bureaucratic red tape that still exists across European borders, impeding business growth.

Also explored were the difficulties of staffing an international company and using an international workforce. The second panel discussed and addressed audience questions on doing business in China, shifting centres of gravity of innovation from the Netherlands to India or China, as well as “back-shoring” other activities to the Netherlands. It also included internships in China to develop the relationship between China and Europe, large-scale behavioural change programmes, and the willingness to take risks and the necessity for creating momentum for Dutch business.

See our video summary of the RSM Leadership Summit at [WEB www.youtube.com/watch?v=v-8IAVSr_88](http://www.youtube.com/watch?v=v-8IAVSr_88)

For a full written summary of the summit, go to [WEB www.rsm.nl/summit](http://www.rsm.nl/summit).

Next year’s event will be on Friday 3 October 2014.



INNOVATION AND THE PATH TO VALUE

At the RSM Leadership Summit in October, Frans van Houten, CEO of Royal Philips (pictured), gave a uniquely insightful presentation about the benefits of organisational transformation, innovation, and the importance of keeping abreast of technological and societal changes. In an exclusive interview, Mr Van Houten discusses these issues with Russell Gilbert, Managing Editor of *RSM Outlook*. **Text** Russell Gilbert

Russell Gilbert: *In your presentation at the RSM Leadership Summit you stated that: “I am a strong believer that innovation and transformation is only possible through having an entrepreneurial and agile attitude to what you do.” With an organisation as large and as diverse as Philips, how do you set about creating a culture of entrepreneurialism and innovation from the people perspective?*

Frans van Houten: Changing a company the size of Philips is not easy. We recognised that right from the get-go when introducing the *Accelerate!* programme in 2011. We made behavioural change an integral part of the transformation. It's not that people don't work hard – they always have worked hard – but it's often the case that they have been working in silos. Or they have not been working close enough to the customer.

To change an organisation people need to make a shift in their thinking and in their behaviour. We designed an experiential learning programme that puts teams together across the value

The first reaction is for people to point a finger of blame at others. They say: “I'm doing my job, but you guys are not.” Our attitude is, okay; let's talk about that. Rather than holding set opinions about each other and about what's needed, we ask open questions such as: what do you need to be successful? How can I help you to win the customer? Help us understand how innovation is meaningful in Russia or any other country.

This experiential learning process forced teams to go deep into exploring how they can be successful together. We aligned targets and rewards to the same experience so that people can have common goals and common rewards. This helps people to understand that the value chain is only successful when the weakest link improves and that collaboration is essential.

We emphasise three company values in the behavioural aspects of the *Accelerate!* programme:

1. Be eager to win. If you're not eager, how do you think you can beat your competitors? To succeed, enthusiasm just needs to jump right out.

3. Team-up to excel. This is very much about end-to-end collaboration. When developing complex innovations, such as minimally invasive surgery techniques, no one individual or organisation can provide complete solutions. Instead, we have to work with the world's leading cardiologists. In our dialogue with them, ideas are cross-fertilised. That is how breakthroughs, insights and innovations happen.

The right behavioural perspectives are fundamental to becoming an innovative company. Agility is integral because you need to be prepared to shift your way of thinking at any time – all the time. You need to have an open mind-set and ask: how can I improve; how can I go faster; how can I better meet the needs of my customer?

How does that work in reality across the organisation, particularly where people are in support roles rather than in creative research and development (R&D) teams whose function it is to innovate and come up with exciting new products?

First of all, it's important to understand that R&D teams do not own innovation uniquely. Instead, we look at innovation from the perspective of the question – how can I meet the needs of my customer? An account manager, for example, might have insights about the unmet needs of their customer. That can lead to innovations when everyone in the value chain, suppliers included, is involved. ▶

“ Making Philips a more innovative and more successful company is the job of everybody in the organisation.”

chain. In it we ask: where are we today; what would you like to achieve, and what is stopping us from getting there?

2. Take ownership. Don't point the finger of blame at others. Instead, decide what you are going to do to help.

Insights from markets lead our innovation process. It reflects the reality that innovation is an end-to-end process: it's about more than technological advances. It's also about the way we do things – the business model. Perhaps we might become more effective if we approach processes differently – innovate – in how we route our supply chains, or how we interface with the customer.

While innovations are only possible if we have an open mindset, it's also about our own understanding of what we do. Are we, for example, selling a box or a service?

Consider that we live in a world where many governments don't have enough money. Municipalities can't afford to upgrade the street lighting they need to provide and spend vast amounts paying for the electricity that powers them. By switching to our LED lighting systems municipalities can reduce electricity costs by 60-70 per cent. And here is the dichotomy: because the funds to upgrade are not available, they continue to spend money in the wrong way.

In this situation, we can help by turning a capex (capital expenditure) deal into an opex (operating expenditure) deal. Instead of offering a product, we provide light as a service. In return, municipalities can pay us out of the savings they make. This is a new business model, and for it to work our finance people have to reinvent themselves and the way in which they function. This is innovation.

Philips pursues what it calls “meaningful innovation”. What is this exactly?

An innovation will only pay off when it is truly fulfilling unmet needs, that is, when it is meaningful to people. Countless firms from China, South Korea and other countries look to compete with us on price alone, but our strategy is to add more value to what we offer. The expression “meaningful innovation” frames our minds to think, well, how can we deliver

something that is truly meaningful to the surgeon, the radiologist, the municipality, or to the consumer?

Aligned to that is our desire to make innovation “locally relevant”. We come from an era in which companies have globalised and globalised. There are many benefits, of course, but at the same time there is an unintended consequence, which is that global business units started to offer products in only one vanilla flavour.

For us that approach doesn't work. Consumers in Russia have different tastes to consumers in Indonesia, for example. In Russia, they love cubed salads and folk cooking at home will spend 30 minutes

to create intellectual property, protect it, and in doing so generate great returns. Everyone should have a mission in life and ours is innovation. By being superior at innovation – and in the execution of innovation – we can deliver a path to value, one with a great return.

Since starting the *Accelerate!* programme, we have cut overheads and invested more in R&D, innovation and sales. During the crisis and through the restructuring process, we have grown the top line, expanded the gross margin and greatly increased profitability. Our recipe is working, and while there were some sceptical investors in 2011, Philips is very definitely on a path to value.

“By being superior at innovation – and in the execution of innovation – we can deliver a path to value, one with a great return.”

dicing vegetables every day. So, we made a device to do that for them. Because in China people worry whether the soy milk they buy is pure, we offer them a soybean milk extractor, which enables them to prepare their own fresh soy milk at home.

There is no market for soy milk in the Netherlands, so the product is not relevant here. The more meaningful and locally relevant we are, the better premiums we get and the more sales we make.

So R&D investments and product innovations at a local level ensure that Philips is a high performing and high-growth company?

We consciously look for the frontiers of innovation – where there are unmet needs, where we can add value, and where others have not yet gone. This enables us

You state that the most important benefit of organisation transformation is the ability to outpace competitors. Operating in so many markets, how can Philips stay ahead of the pack?

It is a reality for us that thousands of companies want to succeed in our markets. To stay ahead, we need to have speed as well as the ability to innovate. Taking an active and dynamic approach to portfolio management allows us to refresh our portfolio and move on to exploit new opportunities.

As a company, we needed to go beyond traditional “red ocean” competition-based strategies, as they are not conducive to maintaining high performance. By contrast, we can innovate and provide meaningful solutions in the healthcare sector where there are many unmet



Collaborating with the medical profession helps Philips to innovate.

needs. We have an ageing society, a consequence of which is that growing numbers of people are living for longer with chronic illnesses. Healthcare costs are spiralling out of control, and there are not enough doctors and nurses to take care of patients.

While 95 per cent of the sector's costs are primarily associated with labour and pharmaceuticals, technology can improve the whole flow of healthcare and provide better outcomes for patients. Philips understands this and so has radically changed its portfolio in recent years to focus on high-value opportunities in this market. And that's another way we stay ahead of the competition.

You describe China as being a "second home" to Philips. Given the growing prosperity of China's middle class, just how important a market could it become?

China certainly has the potential to become the world's largest economy. It will take time, but it will get there. China

represents a huge opportunity for us. It is already our second largest market, behind the USA, in terms of sales. In terms of size, it will eventually surpass the United States. We are seeing strong double-digit growth and from a profitability perspective we are doing very well. It's very exciting and we're pleased with our performance there.

We see this success as being due to this "second home" orientation. For us, China is much more than an export market for our products. We have 2,500 R&D personnel in China and a number of business units that are headquartered there. We create products in China for China.

In the pursuit of innovation, how important is collaboration?

When you look at the unmet needs of society, and when speed is important, you quickly realise that you cannot have all the competencies in-house that you need to create the right solutions. Therefore you must collaborate. Moreover, it is good innovation practice to co-create in an agile manner with diverse teams.

Philips is a proponent of open innovation and actively seeks innovation partnerships. For example, conducting clinical research with customers enables us to look for breakthroughs in treating diseases. Developing minimally invasive surgery techniques is another good example. Instead of taking three months or so to recover, patients who have open-heart surgery can go home the next day. Breakthroughs like these help doctors and patients, and at the same time reduce the burden of costs on the healthcare system.

It takes the company away from the role of being only a supplier of products.

You're absolutely correct: we want to be considered not as a supplier, but as a partner. We recently signed an alliance with Georgia Regents Medical Center in the USA. It means that for the next 15 years, Philips will be their innovation partner. In return for an annual fee, we will supply them with consulting services, advanced medical technologies and other services that address their clinical, operational and equipment needs across multiple sites. It's a whole new relationship, and in many respects a business model innovation, one that will see us being judged based on the performance of the medical centre rather than how many boxes we provide.

It's leaps and bounds away from making and selling lightbulbs.

We still manufacture lightbulbs, of course, but you are right. The shift, and it is a radical one, is in applying innovation thinking to everything we do. As I mentioned earlier, we now sell light as a service. And by partnering with cash-strapped municipalities we help them to provide better quality lighting in their communities while saving money through reduced electricity bills. ▶

Turning now to the Netherlands, what can the country do to boost innovation and encourage economic growth?

The Netherlands has tremendous assets and yet we treat ourselves as if we are deep in the doldrums. In part it's a matter of attitude. Rather than feel that we are victimised because of cuts and downturns, my message is "Crisis? What crisis?" Rather than take a defensive position, people and organisations should turn crisis into opportunity.

We're a rich nation with smart people. There are tonnes of opportunities out there and we should leverage the strategic strengths of the Netherlands to engage with them. We should just do more.

You believe that there should be greater partnerships in the Netherlands between government, the private sector and academia to foster entrepreneurship and innovation.

Yes, I do believe that. I'm supportive of the government's top sector investment policy. However, we should not expect the government to solve our economic problems for us. There should be a call to action to every citizen that says: "Let's be entrepreneurial. Let's create more value."

“As a country we need to rally behind people with good ideas. We need to encourage and support new start-ups; invest in them.”

That's the way to get out of a crisis, rather than wait and hope that the clouds will blow over.

What role can academia play in this?

The world of academia has an immense amount of knowledge and a wealth of ideas at its disposal. It has to be entrepreneurial with its strengths. Business and academia need to talk more, with initiatives coming from all sides. Silicon Valley is successful because people talk to one another; they cross-fertilise ideas and take action.

If people remain in their own silos, you cannot expect great results. Creating an attitude and mode of initiative taking and risk taking is important, as is a preparedness to invest.

As a country, we need to rally behind people with good ideas. We need to encourage and support new start-ups;

invest in them. Many companies in the Netherlands export primarily within Europe. I can tell them now that not only is the market in South-East Asia fantastic; it is also more profitable than Europe. Dutch businesses should become explorers, as they were in the 17th century.

Is the Netherlands an entrepreneurial country at heart?

There is a great spirit of entrepreneurialism in this country. There are many internet start-ups in Amsterdam, for example, making use of the fibre hub there. We should celebrate these companies; help them to become even more successful. Let's invest so that they can expand. Let's give ourselves the freedom to think big. ■



Profile

Frans van Houten was appointed CEO and Chairman of the Board of Management and Executive Committee of Royal Philips in 2011. He started his career with the company in 1986. In 2002, he became co-CEO of the Consumer Electronics division and then CEO of Philips Semiconductors in 2004. After the spin out of that division in 2006, he continued as CEO of NXP Semiconductors until 2009. He rejoined Philips in late 2010. Mr Van Houten has a master degree in Economics and Business Management from Erasmus University Rotterdam.



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

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ADDING TRUE MEANING TO SOCIETY THROUGH BUSINESS

Three exceptional RSM alumni were honoured for developing outstanding business ideas in which they make a difference to society, environmentally and emotionally. RSM is proud to introduce Jente de Vries, Lisanne van Zwol and Martin Kersbergen, winners of the RSM Distinguished Alumni Award 2013.

Text Dorine Schreiner and Justine Whittern

The RSM Distinguished Alumni Awards are presented annually to outstanding RSM alumni in recognition of their excellence in business or contribution to society and their encapsulation of RSM's four themes: sustainability, innovation, critical thinking, and spirit.

The nominees for both the young and senior leader award categories are selected from RSM's 28,000 alumni. For the first time, and in addition to a jury of RSM Advisory Board members, the RSM community was invited to vote. This year's RSM Distinguished Alumni Award winners stood out for their excellence in sustainability and innovative communication strategy.



Distinguished young leaders

Jente de Vries and Lisanne van Zwol met in RSM's MScBA Class of 2012 and were nominated for the award by Joey

Johannsen, RSM's Sustainability co-ordinator. Without a large network or much in the way of financial means, they started up Kromkommer, a social enterprise targeting the reduction of food waste. Because supermarkets generally don't sell fresh produce that doesn't conform to a certain visual stereotype and many food items are discarded, Kromkommer makes sure that excess vegetables are processed into soups, chutneys and sauces.

'We followed our hearts,' said Jente. 'We started "dumpster diving" in Rotterdam while still following our RSM courses, which had made clear to us how much we need to change the world.'

The women co-operate with like-minded people and organisations, such as vegetable growers, retailers, the government and consumers, all part of the "Kromcommunity". Now, the two women have managed to get their 'wonky vegetables' products on the shelves. 'People generally react very positively to Kromkommer,' said Lisanne. 'They are happy to eat our products and agree that shape doesn't matter.' Kromkommer plans to start a crowdfunding campaign to raise funds to scale up their product line.

WEB www.kromkommer.com

www.facebook.com/kromkommer

Twitter: @kromcommunity



Distinguished senior leader

Martin Kersbergen (Executive MScCC2009) offers a service that allows people to communicate with loved ones before they pass away. As Manager of Corporate Communication and Marketing Strategy at funeral insurance co-operative DELA, he is behind the company's "Why wait until it's too late" advertising campaign. Often, the most beautiful words are said when people have died. The campaign encourages people to share these messages with the ones they love via Facebook, Twitter, postcards and letters before it's too late.

Martin's inspiration was one of the last conversations he had had with his father, who died unexpectedly at the age of 42 and had expressed some disappointment in him. The "Why wait?" initiative gave



The Distinguished Alumni Awards were presented at the RSM Leadership Summit.

Martin the chance to raise global awareness of confronting the issue, and avoiding unspoken regret. Cees van Riel, Professor of Corporate Communication at RSM, nominated Martin for the award.

'I strongly believe that doing good is connected with doing well in business,' says Martin. His ambitions are to make companies more aware of this insight and use it for new campaigns. He said it's about *being good*, not only *acting good*.

According to Martin, there is a connection between a company's identity, the societal relevance and function, and products and services. 'This triangle is always connected. Companies can make a difference,' said Martin. 'Through products and services, companies can add true meaning to society and life. This is the route we should all take.'

WEB www.dela.nl

Improving the world

City of Rotterdam Alderman Korrie Louwes announced the Distinguished Alumni Awards 2013 during the RSM Leadership Summit in October. Louwes said that Martin combined his 'innovative approach and business-like mind to use the art of storytelling in an uncomfortable industry' and that with their "think global, act local" attitude, 'Jente and Lisanne are committed to making the world a better place.' ■

The nominees

Outstanding former RSM students are nominated annually for the Distinguished Alumni Awards, with a winner chosen among senior and young leaders. In addition to the winners, the nominees were:

Distinguished Young Leaders

Rayelle van Leeuwen (BScIBA 2008 and MSc Finance & Investments 2009) Analyst for UBS in London, and working as part of the Dutch Investment Banking Division team.

Joost Vissers (MSc Finance & Investments 2011) and **Alexander Broekman** (BScIBA 2010 and MScBA 2012) Founders of Funk-e Animations, a marketing and communication company with a fast and fun style.

Distinguished Senior Leaders

Robert van Zanten (Doctoraal Bedrijfswetenschappen 1994) Founder, owner and managing

director of NCOI, one of the largest training institutes in the Netherlands.

Marcin Paweska (BScIBA 2003) CEO of CL Consulting i Logistyka Ltd, a logistics and strategy consultancy in Poland.

Jordy Kool (Executive MBA 2004) CEO of Infotheek, an information and technology services company.

Jelle van der Zwaan (Doctoraal Bedrijfswetenschappen 2001) Managing director and director of linoleum operations at Forbo Flooring, which provides on environmentally friendly and design-oriented floors.

READY FOR LIFT OFF!

Management education once focused almost exclusively on creating an “officers’ corps” for major companies, but growing recognition of the importance of new business to economic growth has led the most forward-looking business schools to take on a second function: training the next generation of entrepreneurs. **Text** Bennett Voyles



Although entrepreneurship courses have been popular offerings at RSM for years, the launch of the newly expanded Erasmus Centre for Entrepreneurship (ECE) represents a significant increase in the level of its commitment.

More than an academic department, the ECE hopes to become an epicentre for entrepreneurs in the Rotterdam area. Organisers say the 1,500m² centre in the Rotterdam Science Tower, which may expand to 3,000m² eventually, will offer a wide variety of services for entrepreneurs, including strategic advice, introductions to technical experts and potential investors, and low-cost office space.

The aim of the centre is broad: to encourage entrepreneurialism among all members of the RSM community, from students interested

in starting their own business to executives interested in spearheading an “intrapreneurial” venture. ‘It’s not only about helping students to set up their business, but also about helping alumni set up their businesses,’ says Justin Jansen, the director of the centre and Professor of Corporate Entrepreneurship at RSM.

A bias toward action

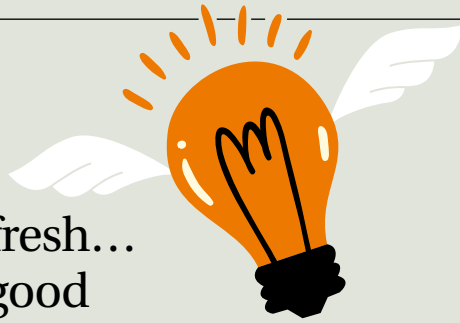
Prof. Jansen says the aim of the ECE is to inspire entrepreneurs to take action. The centre follows the Dutch proverb – enough talking; get to work – in that the emphasis is largely on getting businesses up and running.

‘It’s all very fresh... the vibe is very good and everybody is trying to grow and to learn. Every day you face new challenges, which is a great learning experience.’ says Thijmen de Schipper, a 26-year-old RSM student-entrepreneur.

RSM’s entrepreneurship team has already helped a number of student-entrepreneurs to get started. De Schipper’s first venture ‘Play it Right’ was a platform for the rules of sports and board games intended as a kind of Wikipedia for all game rules, and which is now being used as a platform for safety rules by the Dutch government.

De Schipper and his team’s second venture – Helix – may be typical of the ECE’s focus: rooted in the Netherlands, but with a global vision. Helix is a paddleball sport based on a beach game he saw while studying in China. The Chinese version featured a shuttlecock stabilised with feathers that enabled it to fly straight and fall slowly; Helix is a industrialised version for the Western market, with patent pending interchangeable stabilisers to make it interesting for multiple skill levels and weather conditions.

The ECE has been instrumental in making Helix possible. ‘The ECE supported us a lot through the whole process,’ says De



“It’s all very fresh... the vibe is very good and everybody is trying to grow and to learn. Every day you face new challenges, which is a great learning experience.”

Thijmen de Schipper,
RSM student-entrepreneur.

Schipper. Hendrik Halbe of the ECE facilitated an introduction between De Schipper and the start-up campus of Delft University of Technology. As a result of this introduction De Schipper was able to find an engineer to design the prototypes. ‘Eight months later, we have a patent on the product,’ De Schipper says. Now he and his team have prepared proposals for the Netherlands’ biggest toy retailer, and have taken a booth at major toy fairs in London, Nürnberg and New York in January and February.

In order to stimulate growth, the ECE has provided De Schipper’s team with a number of tools and resources. One particularly useful benefit is special official status as student-entrepreneurs within RSM. This special status encourages faculty members to give leeway when project deadlines conflict with business growth and development. Halbe has also found De Schipper’s team space in the Rotterdam Science Tower that they could rent at a low cost. ‘It’s kind of a cool place with views of the Rotterdam skyline and the harbour,’ says De Schipper.

Building skills and confidence

Philipp Festge, another RSM entrepreneur, also says he had a positive experience at the school. The 31-year-old, Frankfurt-based MBA started

BiteBox with classmates while studying at RSM. BiteBox is a mail order supplier of healthy office snack foods (see *RSM Outlook Winter 2011* for an article about BiteBox). Festge claims that the support and encouragement he received at the entrepreneurship centre provided him with the confidence to make his business idea a reality.

Studying cases in his entrepreneurship classes was very helpful, Festge says, in teaching him ‘in detail how others went about it – what went well, what didn’t go well, when is a good time to say: What the hell, let’s go for it.’

Beyond teaching him how to handle the finances, the ECE helped him to improve other various skills, such as public speaking. ‘You always had the feeling that the people there are really eager and keen to help you improve yourself,’ he enthuses.

RSM’s student body is also a source of inspiration for a student-entrepreneur. ‘What is different about what you get at RSM in comparison to what you might get even at a high profile school in Germany or in America is that the crowd is very international. Especially for entrepreneurship, it’s super-exciting to hear how different human needs are solved across the globe,’ Festge says.

So far, the only problem that De Schipper finds with the ECE is one shared by most high-energy start-ups: not enough time. ‘The only problem is that you’re always focusing on your own project so you don’t really have time to talk with other start-ups,’ he says. But even this the ECE directors are trying to correct by setting up a regular monthly meeting. Like the start-ups it advises, the ECE keeps learning. ■

To find out how the ECE can help entrepreneurs, go to: [WEB www.eur.nl/ondernemerschap](http://www.eur.nl/ondernemerschap)

You can also watch a video about the ECE and its services at: [WEB http://youtu.be/XGZ2SssqTYQ](http://youtu.be/XGZ2SssqTYQ)

Startup Campus

The Startup Campus is located in the Rotterdam Science Tower where young ambitious entrepreneurs can follow various programmes, workshops, join events and have a physical place to work and meet other like-minded people.

Overview

Get Started Programme:

a 10-week programme held twice per year, designed to take entrepreneurs from idea to business model.

Get Business Programme:

two-year programme to get entrepreneurs ready for scale-up. Dedicated mentoring and monthly accountability sessions.

Workshops: at least one workshop every month with a focus on inspiration, how-to, or development.

Facilities: classrooms, flex spaces, flex offices, presentation rooms, meeting rooms, bar, kitchen, sport facilities, lockers, coffee corner, relaxing space, fun facilities, fast internet.

Network: community of associated members, and a broad network of supporting organisations such as De Investeersclub (90 business angels), Symbid (see article on pg 34), and PwC.

LAUNCHING A BUSINESS

THE RSM WAY

When attempting anything with an element of risk for the first time, it is wise to seek the advice of others, especially those with proven abilities and expertise. The same applies when starting a new business. **Text** Bennett Voyles

The hands-on experiences of RSM entrepreneurs Philipp Festge and Thijmen de Schipper have taught them a number of important lessons about launching new ventures. Here they share a few choice insights for the benefit of those with aspirations to become successful entrepreneurs.

- ▶ Fail early and often. No one sets out to launch a learning experience, but start-ups often work out that way. Indeed, for some RSM entrepreneurs, the first venture ends up being almost the introductory class.
- ▶ Former MBA student Philipp Festge, for instance, now runs BiteBox, an online office-snack supply company that serves Germany and Austria. However, the 31-year-old Frankfurter's first idea was a subscription-based organic farming business in which the benefits for subscribers included being able to watch their food grow via webcam.
- ▶ Although his team won an internal business plan contest with their 101 level idea, when they tried for a repeat win in Manchester, their pitch 'went down in flames,' Festge recalls, as judges pointed out that executing the service would be 'an operational nightmare.'
- ▶ However, that embarrassing experience pushed his team to research more about businesses that saw their mission as delivering healthy food, which led to their discovery of British companies that supplied healthy snacks to offices – and led directly to BiteBox.
- ▶ For their first venture, RSM student Thijmen de Schipper and his partner worked to develop a kind of Wikipedia for sports rules. This idea got as far as major games companies and national and international





sports committees before the two of them decided to sell their share of the site to a Dutch media company and concentrate on their ball game venture, Helix.

- ▶ For De Schipper, laying the groundwork of his first venture has proved vital for the second by developing a strong network in sports and toy manufacturing.
- ▶ Make some foreign friends. Like Edison, who said an idea doesn't have to be original, it just has to be original for a particular application, both Festge and De Schipper have adapted ideas that they saw in countries other than their home market. Festge saw a British office snack food site he liked the look of, while De Schipper saw a version of the ball game he is launching being played on a beach in China.
- ▶ Find the right partners. In many fairy tales, the victory is won only when a group of people with complementary magical talents joins forces. Start-ups tend to be like that too. 'It's all about diversity,' explains Prof. Justin Jansen, Director of the ECE. People who have diverse backgrounds and diverse experiences are often the people you need to get your company to the next level.
- ▶ The Helix product, for example, only became possible when the start-up recruited an engineer from Delft Institute of Technology to help design the paddleball game's distinctive shuttlecock with interchangeable stabilisers.
- ▶ Never set a deadline on the day of the actual deadline. You can't really anticipate all the things that might happen, but you can try to build extra days into your schedule to make it easier to cope with those surprises. 'There's always a surprise around the corner that you didn't expect,' says De Schipper. 'You're

always surprised by the things that suppliers do or that people expect from you.'

- ▶ Find an unfair advantage. Ideally, a business idea should be difficult to copy. Unlike his first venture, De Schipper's second venture, Helix, is based on a patented design, making it more difficult for competitors to copy.
- ▶ Don't spend too much time on your business plan. It's easy to analyse and keep analysing, producing spreadsheet after spreadsheet, but while some planning is good, too much can be counterproductive. Hendrik Halbe, co-founder and managing director of the ECE, says it's important to 'get out there and get feedback from the market.'
- ▶ Try to get your product to market as quickly as possible. 'Don't spend too much time on the planning stage. It doesn't have to be perfect because the chances are you're going to do a 90 per cent turn anyway,' says Festge. 'In the planning phase, people will say, oh yeah, it's great it's great, but the real measurement is: are people actually buying the stuff or not? Will they actually take their hard-earned money and spend it on your product?'
- ▶ Don't forget to sell. 'Companies that fail, fail because they didn't sell,' Halbe warns.
- ▶ The most important thing is cash flow. Cash is the petrol of the enterprise, says Halbe. 'When your engine is out, your company stops.' Fortunately, taking such measures as invoicing early can help improve your cash flow.

But for Festge, and for many RSM entrepreneurs, the ultimate lesson from the ECE may be less about particular skills and more about an attitude. Studying at the ECE 'gives you the support to sort of go for it and the confidence to say, I might as well try it.' ■

**I WILL SUPPORT WOMEN TO
LIVE THEIR DREAMS AND
BECOME ENTREPRENEURS**

Josette Dijkhuizen, Dutch
UN Women's Representative

MORE THAN JUST GREAT IDEAS

Our continuing series of articles highlighting the entrepreneurial endeavours of RSM students and alumni turns the spotlight onto two more companies that are destined for great success.

Text Tim Skelton



Niels van Deuren and colleagues: focusing on expansion.

The company HousingAnywhere.com provides a platform whereby students heading abroad for an exchange semester or internship can sublet their rooms to incoming exchange students while they are away. This simple set up solves a major headache for those looking to find or rent out short-term accommodation.

One of the company founders is Niels van Deuren (BSc International Business Administration [2009] & CEMS International

Management [2012]). 'When I was a student at RSM I wanted to study abroad for a time, but couldn't find anyone in Rotterdam who wanted to rent my room. Everyone wanted it for a year, not one semester,' he says.

He tried to find information about incoming exchange students who might be interested, but found this hard. It occurred to him that an online platform would make things easier. 'When I returned from my semester in Singapore, I pursued the idea further, and HousingAnywhere.com was born.'

Niels agrees being at RSM was a great help. 'There's an entrepreneurial spirit that embraces us all, and encourages innovation among students,' he says. 'It inspired me to develop HousingAnywhere.com. And even since graduating, RSM still helps: every year the International Office emails its partner universities, recommending us as the solution to their housing problems.'

Whilst Niels hasn't encountered any major problems to date, that doesn't mean everything has been plain sailing. He confesses the biggest headache comes from working with universities themselves. 'These are large institutions that don't make decisions in minutes, days, or even weeks! Therefore, we have to find a balance between patience and persistence, as decisions regarding housing involve many different departments, and can take months,' he says. 'Sometimes in the past we were too aggressive, and wanted too much too quickly, which frustrated some universities. But now we understand their bureaucracy, and know we have to be patient to see the best results.'

HousingAnywhere.com is looking for international growth. 'Currently we have a

team of 12 full-time staff working in our office in Rotterdam. Our goal is to expand throughout the rest of the western world, and I think that's achievable in the near future,' Niels says confidently.

Are there any other lessons to be learned? 'You need faith, and to believe 100 per cent in the project. There's no time to think of problems or bottlenecks – you just have to dive in and make it work,' he says. 'Of course there will be challenges: for example, I have no IT knowledge, yet I'm running an online platform! What helps is having the right people around you who also believe in your idea.'

WEB www.housinganywhere.com

Symbid

Crowdfunding is *the* business model of the moment, and Symbid is at the forefront of this trend. Its online infrastructure brings investors and entrepreneurs together, enabling the former to become a shareholder of what could be "the next big thing", and the latter to get their ventures off the ground.

One of the people behind Symbid is Robin Slakhorst. 'My partners and I were amazed almost no one in our master programme became an entrepreneur,' he says. 'Many people had great ideas, but they lacked the resources. On the other hand, there are a lot of people willing to invest in promising start-ups, but who don't have the time or means to effectively screen ideas. We decided to solve this dilemma by building an environment with the characteristics of a stock market, but aimed at early stage companies.' It was also at this time that crowdfunding began taking off worldwide, enabling Symbid to become the world's first equity-based crowdfunding platform.

How did RSM help Robin become an entrepreneur? 'We studied the rise of "icon" entrepreneurs and companies,' he says. 'This, and all the guest lectures and case studies, give you a realistic view of what entrepreneurship is, and a realisation it is definitely not "the easy way". An environment like RSM, being with like-

minded people, gives you all the tools, network and energy you need to get started, so we did.'

Setting up Symbid meant overcoming legal hurdles with the financial authorities. It took two years of crafting a framework they thought "might" work before the team finally received formal approval to offer their services. Prior to this, they were painfully aware their efforts could be in vain, so a positive attitude was essential.



“...new developments will help us expand internationally in the coming year.”

Robin Slakhorst, co-founder, Symbid.

'Being students we didn't have much to lose, but we still felt the pressure,' Robin admits. 'Us being friends made it easier, as we could relax together. Little irritations are discussed more easily over a beer than in a formal setting. This – combined with long hours and hard work – enabled us to grow the business.'

The aim now is to make Symbid a global concern. 'Until now we've been mainly active within the Netherlands, but new developments will help us expand internationally in the coming year,' Robin says. It should make Symbid the world's largest online investment platform for start-ups and other early stage assets.

Robin believes building a company is ultimately all about people. 'There are tools to help you create business models, but you need people to create the vision and partnerships to deliver on promises,' he says. 'Without the right team, you'll never achieve your goals.' ■

WEB www.symbid.com

I WILL CHANGE MY
SURROUNDINGS FOR
THE BETTER

Benny Grobbel, German
Student, MSc Marketing Management

YOUR EXPERIENCE IS VALUABLE - PASS IT ON



The word 'mentor' comes from the Greek *Méntōr*, the name of an advisor in Homer's *Odyssey*. A new mentoring programme at RSM is using the ancient process – but with modern methods – to help students to prepare for their future, and alumni to be better managers. [Text Justine Whittern](#)



After a successful pilot scheme, the RSM-MentorMe programme developed by the school's Corporate and Alumni Relations team now has 106 alumni around the world acting as volunteer mentors to 212 students from BSc and MSc programmes.

The one-on-one mentor-mentee relationship helps students to find their own path as they learn to apply their studies. It can also help to challenge their assumptions and find out where their passion is – because that's often what they're good at.

Student Jennifer van de Velde studied for the BScIBA at RSM, and graduates from the MSc in Finance and Investments in the summer of 2014. Her Amsterdam-based mentor, experienced in the banking sector, has given her a useful tool to help determine the next part of her career. 'He really helped me to get to know what I liked within finance,' she says.

The process of mentoring sits in the middle ground between coaching and advising. It's part of a continuum that goes from advocacy, through advising, mentoring, and coaching to facilitation,

Hans Horstink explains. RSM also has a mentoring programme for MBAs, which runs separately.

A good experience

'It's a good way to give back, and I'm a firm believer in mentorship models, formal or informal, so what is there to lose?' says alumnus Sjoerd de Koning (MSc Finance and Investments *cum laude* 2010), an associate at private equity firm Bain Capital in London. He had two mentees from April to September 2013, and took on another three for the five-month mentoring cycle which started in October. 'My last two mentees were very enthusiastic; we started off with no firm expectations and it was a good experience.'

Mentee Philipp Lauch is about to start a new job as an investment banker with ING in Frankfurt after graduating *cum laude* and completing the extra-curricular MSc Finance and Investments Honours programme in 2013. He found the mentoring process delivered more than expected. With multiple job offers before graduation, Philipp was helped



“It's a good way to give back, and I'm a firm believer in mentorship models, formal or informal, so what is there to lose?” Sjoerd de Koning, alumnus and associate at Bain Capital



“I still have a mentor. In fact, I have three. There’s a big culture of it in the world of consultancy” Valentyna Romanenko

by his mentor to negotiate the most advantageous contract. ‘We also worked on the design of my CV, the covering letter, and what comes next – how to develop myself, what to expect from co-workers and peers, and the importance of networking,’ said Philipp. ‘It turned out to be really helpful.’

Realistic goals

Good qualities for mentors include empathy, openness, and a capacity to listen and be non-judgmental. The relationship needs to have realistic goals, and boundaries. ‘Mentors need to check regularly if the mentee is still learning, and also to check that they are still getting something out of it!’ says Hans. Mentors are not responsible for finding

jobs for their mentees, but they can share their network.

RSM mentor Valentyna Romanenko remembers how she discovered mentorship for herself. ‘Someone asked me if I needed one. I thought having a manager and colleagues was enough, but then I realised how powerful it was,’ she says. The *cum laude* alumna of MSc Marketing Management 2011 is a Senior Consultant, and works as a business analyst for CapGemini in The Hague. She added: ‘I still have a mentor. In fact, I have three. There’s a big culture of it in the world of consultancy.’

Her first experience as a mentor earlier in the year was ‘completely different to what I expected’, she says. ‘The mentee had very specific questions about career

steps, rather than dealing with certain weaknesses or how to develop a certain competency.’ Valentyna embarked on her second spell as an RSM mentor in October.

A good feeling

In general, student mentees are gently encouraged to get to know their strengths, weaknesses and ambitions, while learning how to set goals and take responsibility for their own development. At the same time, mentors can develop their own leadership and coaching skills, gain ideas and inspiration from a younger generation, and benefit from the good feeling associated with helping others.

Sjoerd has an extended telephone conversation with each of his mentees every four weeks or so. ‘I ask them for a topic a week or so beforehand, but they don’t need to prepare a lot.’ He asserts that the RSM Alumni office has been a great facilitator: ‘The matching process is based on your profile and previous professional experience, and the mentee’s experience and ambitions. That’s why it makes so much sense.’ ■

Will you MentorMe?

Alumni with at least half a year’s work experience can register for the next mentoring season from March 2014, acting as mentors for third-year bachelor and master students. Registration opens in January.

WEB <http://rsm.mentorme.nl>.

The MBA mentoring programme is already underway, with year-long mentoring relationships. It will adopt the MentorMe format next year. For MBA alumni wishing to become mentors, contact Alina Duijn **EMAIL** aduijn@rsm.nl or Irene Broekmans-Versluis **EMAIL** ibroekmans@rsm.nl



TOWNSHIP VISITS INSPIRE EMBA STUDENTS

In July, Executive MBA students from RSM spent a one-week study trip in South Africa. The international study trip, consisting of lectures, in-class discussions, and visits to local enterprises and cultural sites, proved immensely rewarding for all involved. **Text** Dorine Schreiner



For the first few days of the study tour, the 85 students from RSM's Executive MBA Class of 2014 and six Global Executive OneMBA'14 participants split into two groups to follow lectures in Johannesburg and Cape Town. The lectures, hosted by RSM's South African partner universities Gordon Institute of Business Science (GIBS) in Johannesburg, and the Graduate School of Business (GSB) in Cape Town, included topics such as South Africa as an Emerging Market, Black

Economic Empowerment and Innovation, and Entrepreneurship and the Bottom of the Pyramid.

'The lectures were very interesting,' says Manish Batra, EMBA'14 participant. 'We got a good overview of South Africa as a country and how it fits into the whole world.'

Micro businesses

Participants were then assigned for company visits to meet entrepreneurs, such as graphic designers and hair salon

owners, based in the Alexandra Township in Johannesburg. In teams, they explored the challenges and opportunities that South African micro businesses and not-for-profit organisations face.

EMBA participant Maja Mikielska said that during the lecture about the "bottom of the pyramid", the class learned about the lowest income consumers. 'It was really eye-opening for all of us. After the lecture, we visited these consumers in the townships and learned a lot about inclusive businesses in South Africa.'



The students used their business abilities to support the organisations. Each RSM team built a case in support of their allocated organisation with a view to winning as much prize money as possible from RSM to leverage the chosen business. The seven organisations in Johannesburg received donations amounting to a total of 13,000 South African Rand (€950). RSM also donated 10,000 Rand (€730) to the four organisations in Cape Town. The goal of this assignment was for each team to independently understand the organisation's challenges and opportunities at both a macro and micro level, and to pitch an idea on how the organisation could be improved.

By the end of the week, each team presented their findings and argued in support of their organisation to the entire MBA group. In addition to the prize money from RSM, the group raised more than 10,000 Rand (€730) among themselves for the entrepreneurs that they visited in the township.

The participants did not only analyse the complexities that businesses face in an emerging economy. It is also 'a wonderful opportunity for participants to learn more about corporate social responsibility and its role within this context,' says Ella

Boniuk, Programme Director of RSM's Executive MBA.

She said that South Africa is the perfect destination for the EMBA candidate's first international study trip on the programme. 'The African continent is developing fast and it is claimed to be *the* market for companies looking for future

By exposing students to the different cultural contexts and societal issues in this country, they gain knowledge that can be applied in their own home context.

They also expand their peer network, not only within the EMBA group but also with students from the host schools, and local business leaders.

“ We got a good overview of South Africa as a country and how it fits into the whole world.” Manish Batra, EMBA'14 participant

growth. South Africa, with its developed infrastructure, is positioning itself as a gateway to Africa.'

Powerful reminders

Study tours are an integral part of RSM's Executive MBA programme and give students an opportunity to experience business practices first-hand in other countries. This study tour provided an understanding of how business in South Africa relates to the global markets.

Additionally, International study tours are powerful reminders of the extent to which business is global. Studying businesses in unfamiliar environments broadens students' perspective and puts them in touch with what's really going on in the world. As the participants would agree, it's an intensely rewarding experience. ■

For more information on RSM's MBA programmes go to: [WEB www.rsm.nl/mba](http://www.rsm.nl/mba)



CELEBRATING A CENTURY OF IMPACT

It's the event of the century. With the opening of a new campus heart, and unique academic and festive celebrations, Erasmus University Rotterdam is celebrating its 100th anniversary in style.

Text Dorine Schreiner **Photography** Michelle Muus, Rick Keus & EUR historical archives





RSM honorary doctorates

To celebrate academic excellence in its centenary year, EUR has awarded honorary doctorates to eight internationally-recognised academics, each of whom has been promoted by one of the university's faculties or institutes.

Professor Donald C. Hambrick, promoted by Pursey Heugens, RSM Professor of Organisation Theory, Development, and Change, received a doctorate for his outstanding work on top management teams and corporate strategy, which, among other things, has led to a deeper understanding of CEOs' personalities and behaviour.



The forerunner to Erasmus University Rotterdam (EUR), the *Nederlandsche Handelshoogeschool* (Netherlands School of Commerce), opened its doors on 8 November 1913 at 3:30. One hundred years of excellence in academia is a reason to celebrate.

EUR's centennial celebrations began enthusiastically in September with the official opening of the academic year in Rotterdam's Laurenskerk, and the Heartbeat Festival on campus. The 100th *Dies Natalis*, during which eight honorary doctorates were awarded to outstanding academics around the globe, took place in November.

Celebrations will continue throughout the academic year and in July 2014, EUR will be one of the organisers of the second European University Games. Reflecting

on the university's status in the world today, Pauline van der Meer Mohr, President of EUR's Executive Board, said: 'We are proud of what we have achieved and where we now stand. With our knowledge and networks, we are right up there with the world's leaders, as our rankings prove.' She said the slogan *100 years of impact* refers to the university's impact on the development of science, and the development of society, through its alumni and the application of the knowledge it has created through research and education.

According to Van der Meer Mohr, the best testimony to the university is, 'the group of students and researchers who come from far and wide.' More than 20 per cent of the university's student population are international and represent 125 countries. 'The campus

has become an international classroom. English is gradually becoming the *lingua franca*', she said. The university opened Erasmus University College this year, offering an international three-year bachelor programme in Liberal Arts & Sciences.

Royal visit

Great excitement reverberated throughout EUR in anticipation of the royal visit by Princess Beatrix of the Netherlands, the former monarch who abdicated in April 2013, to the official celebrations on 8 November. These took place in Rotterdam's De Doelen Concert





“ With our knowledge and networks, we are right up there with the world’s leaders, as our rankings prove.”

Pauline van der Meer Mohr, President of the EUR Executive Board



and Congress Hall and mark exactly 100 years after the university was established.

The event included a musical intermezzo by the Rotterdam Philharmonic Orchestra and a ceremony to bestow eight honorary doctorates from each of EUR’s disciplines to leading scientists from other universities. Preceding these celebrations, RSM organised an academic session which explored how CEOs impact organisational design, strategy, and performance. Honorary doctorate Professor Donald C. Hambrick from Penn State University joined RSM Professors Frank Hartmann, Pursey Heugens, Justin Jansen, Daan van Knippenberg and Hans van Oosterhout in a lively discussion with the audience.

Looking to the future

Exactly 100 years earlier, was established in the same venue. Sixty years later, On 8 November 1973, 60 years after the founding of the *Nederlandsche Handelshoogeschool* (NHH), the official opening of Erasmus University Rotterdam also took place in De Doelen, the result of a merger between the *Nederlandsche Economische Hoogeschool* (the successor to the NHH) and the Medical Faculty Rotterdam.

Erasmus University Rotterdam is one of the youngest universities in the Netherlands. It was named after the city’s famous Renaissance thinker Desiderius Erasmus, whose motto was that ‘the whole earth is our common fatherland’.





I WILL CREATE OPPORTUNITIES

Pauline van der Meer Mohr, Dutch President Executive Board
Erasmus University Rotterdam

Starting with 55 commerce students, who were temporarily housed in two classrooms of Rotterdam's former stock exchange, EUR now has almost 25,000 students enrolled in 22 bachelor and 59 master programmes, spread across three campuses while RSM has around 7,500 undergraduate and post-graduate students.

'The centennial celebrations are really exciting,' says RSM Dean Steef van de Velde, although he thinks the university is celebrating in 'quite a modest fashion.' EUR is celebrating everything that is excellent about academia at the university, he believes: 'I think it's fitting. At the end of summer, the students celebrated the opening of the new campus in a festive way.

But generally, the centennial committee have kept events to mostly academic celebrations by, for example, awarding the honorary doctorates.'

EUR's President Pauline Van der Meer Mohr says that while celebratory events will continue until the summer, 'we are being modest because huge celebrations would be inappropriate given the present economic climate. We are aware of our rich history and are looking forward to the future, full of self-confidence, standing as we are on the shoulders of the giants of the past. We are still a university of thinkers and doers.' ■

For more information and upcoming events, please visit: [WEB www.eur.nl/100](http://www.eur.nl/100)



Parttime Master Bedrijfskunde



Wil jij je carrière een boost geven?
Haal het beste uit jezelf en maak kennis met
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WWW.RSM.NL/PARTTIME-BEDRIJFSKUNDE

FORTHCOMING EVENTS



January to April **START RUNNING!**

If you think you can't run, it doesn't matter! Alumni, faculty, staff and students are invited to join the RSM Running Team training sessions and prepare for the Rotterdam Marathon event on 13 April. Don't panic! There are 5km and 10km runs as well as the full 26 miles (42km). The team will train every Tuesday 17:00 – 18:30 from 7 January until the event, meeting at the entrance of the S-building on Woudestein campus. **Contact Nicole Eshuis** [MAIL neshuis@rsm.nl](mailto:neshuis@rsm.nl) or **Larissa Wiltenburg** in the Alumni Relations office. [MAIL lwiltenburg@rsm.nl](mailto:lwiltenburg@rsm.nl)

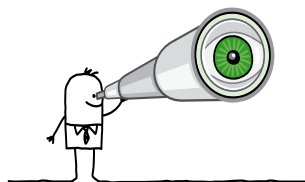
January **GOT A GOOD IDEA?**

RSM's second I WILL AWARD is underway, and you have ▶

All year!

100 YEARS OF IMPACT

Erasmus University Rotterdam (EUR) celebrates its 100th birthday with once-in-a-lifetime centenary celebrations and special events throughout the academic year 2013-2014. **Check out the event calendar on EUR's website** [WEB www.eur.nl/100](http://www.eur.nl/100)



30 January **EXPERIENCE AN MBA CLASS**

Have you recommended doing an MBA at RSM to any colleagues? Tell them they

can have a real taste of what it's like during our sample masterclass in January 2014. Visit the campus and meet Executive MBA participants for an informal dinner, meet the Admissions Manager, and join an MBA evening class at RSM in Rotterdam on Thursday 30 January 2014. **For more information, contact Maria-Rosa Parra.** [MAIL mparra@rsm.nl](mailto:mparra@rsm.nl) [WEB www.rsm.nl/emba](http://www.rsm.nl/emba)

2014 – all year

PUT NEW LEARNING INTO PRACTICE

You can join RSM's open enrolment and executive programmes all year round. They give you practical tools based on cutting-edge knowledge and research, and you can take what you learn straight to work. Use the "Find a Programme" feature on our website to choose a short intensive burst of extra education or a longer programme in Rotterdam, Amsterdam or other locations. **Find one to suit you at:** [WEB www.rsm.nl/execed](http://www.rsm.nl/execed) and www.rsm.nl/openprogrammes



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

FORTHCOMING EVENTS

until 31 January 2014 to send in your world-class idea that shows a combination of will-power, ambition and a desire for change. Your plan must have the potential to be actionable, inspire the rest of the world, and have a tangible impact on society or a community. The best ideas will be presented live in the spring, with the winner receiving €15,000 of funding. **Find out more at** [WEB www.iwill.rsm.nl](http://www.iwill.rsm.nl)

21 January NEW YEAR'S DRINKS IN AMSTERDAM

Come and join the Amsterdam



network and the Dean, Professor Steef van de Velde, at RSM's venue in De Nieuwe Poort of the Viñoly Building in Amsterdam's Zuidas. Join your *alma mater* in a toast to the New Year! **Contact Irene Kroon in the Alumni Relations Office.** [MAIL ikroon@rsm.nl](mailto:ikroon@rsm.nl)

February and all year CHEER ON THE RSM SAILORS

You can support RSM's Sailing Club around the world during 2014 as its teams compete in the MBA Sailing

League regattas. Find them first in Lanzarote for the IE Winter MBA Regatta on 14-16 February; then in Athens for the LBS Global MBA Trophy on 25-27 April; in Marseille for the Insead Alumni Business Cup on 4-8 June; and in Port Solent, UK for the Cranfield Regatta on 4-6 July. **Follow their progress at:** [WEB www.rsmsailing.com](http://www.rsmsailing.com)

28 February SAILING GALA

Members of the RSM Sailing Club will gather for their Alumni Gala at the Royal Maas Club in Rotterdam on Friday 28 February 2014. The event will allow RSM alumni to network with one another as well as those from partner MBA schools competing in the MBA Sailing League.

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

15 March and 14 June MBA OPEN DAYS

Are you – or any of your colleagues – considering joining an MBA programme? We

have two MBA Open Days, on Saturday 15 and Saturday 14 June in Rotterdam, and everyone is welcome. Or if you already have your MBA, would you consider volunteering to help out and talk to potential participants? **Volunteers please contact Denise Chasney-van Dijk in the MBA department.** [MAIL mba.info@rsm.nl](mailto:mba.info@rsm.nl). **To attend the Open Day as a guest, visit** [WEB www.rsm.nl/mbaopenday](http://www.rsm.nl/mbaopenday)

March SAILING FOR NOVICES AND EXPERTS

Are you an experienced sailor? Then you can represent RSM in the MBA Sailing League regattas! Race training weekends start – for experienced sailors – on 1 and 2 March in Lelystad's Batavia Haven. If you are new to sailing and want to learn, beginner sailing courses start on Saturday 29 March at Rotterdam's Kralingse Plas. **Find out more at:** [WEB www.rsmsailing.com](http://www.rsmsailing.com) or [MAIL info@rsm.nl](mailto:info@rsm.nl)



March, May and June COACH TO IMPROVE

Want to master coaching tools that help you to get the best out of others? In RSM's highly experiential *Coaching for Improved Work Performance* programme, you can learn what actually works for your own "coaching toolbox". **The programme runs in Rotterdam on 6-7 March, 22-23 May, and 19-20 June.** [WEB www.rsm.nl/cp](http://www.rsm.nl/cp)

24-25 March WOMEN MEAN BUSINESS

Address the issues that women encounter in business and discover more about yourself. The two-day *Women in Leadership* programme in Rotterdam offers access to the latest best practices, the opportunity to share insights and learn about cutting-edge leadership research, and provides a place to discuss ideas and experiences with other professional women.

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





11 April RSM ALUMNI DAY

Mark the date of the next RSM Alumni Day in Rotterdam! Join us for an inspirational afternoon of stimulating conversations and networking with RSM alumni and top faculty while addressing

the practical and theoretical aspects of business themes on Friday 11 April 2014. *More details will follow in the alumni e-newsletter RSM Update, social media, and online.* [WEB www.rsm.nl/alumni](http://www.rsm.nl/alumni)



2-4 April EXECUTING STRATEGY

Learn how to implement your strategy smartly and effectively using proven methods and tools that bring out the best in yourself and others. RSM's fast-paced three-day *Strategy Activation through Lean Six Sigma* programme takes place in Rotterdam and provides you with insights, knowledge and skills to accelerate your company's strategy execution. *Find out more at* [WEB www.rsm.nl/sa](http://www.rsm.nl/sa)

3-4 April and 20 June CREATE TOMORROW BY SOLVING TODAY'S PROBLEMS

Explore best-practice problem-solving methods and techniques, developed by top



global management consulting firms. Boost your effectiveness in finding solutions in RSM's *Strategy Consultant's Approach to Problem Solving* programme in Amsterdam from 3-4 April, with an assessment day on 20 June to measure how learning about issues within your own work situation has improved your skills. *Find out more at:* [WEB www.rsm.nl/sca](http://www.rsm.nl/sca)



25 April SUSTAINABILITY FORUM

After the success of last year's event, expect more high-profile speakers and expert

presentations in the Forumzaal on RSM's Woudestein Campus on Friday 25 April 2014. This year's theme is *Mainstreaming Sustainable Business*.

To find out more, visit:

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



30 May MEET THE NEW SAILING TEAM

The new student sailing team, which will represent RSM for the forthcoming year, will be presented at the RSM MBA Regatta Opening Gala at the Royal Maas Club in Rotterdam on Friday 30 May 2014.

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

Summer THINKING AHEAD ABOUT FOOD

Sustainable RSM is still finalising a date for the next *Think. Eat. Save.* seminar. Last year's event in June 2013 saw speakers from three businesses



addressing arguably one of the most dominant themes of the decade: food security, food choice, and food waste. Join Sustainable RSM on Facebook or Twitter to get the latest news on the 2014 date, speakers and agenda, or visit [WEB www.rsm.nl/sustainability](http://www.rsm.nl/sustainability)

6 June MANDEVILLE LECTURE: CELEBRATING CENTENNIALS

Join the annual prestigious Mandeville Lecture, in which the Foundation Bernard ▶

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

FORTHCOMING EVENTS

Mandeville, including EUR and Rotterdam's business community, celebrates EUR's centennial and the 300th anniversary of Rotterdam-born philosopher and political economist Bernard Mandeville's *Fable of the Bees, or Private Vices, Public Benefits*. The historical and intellectual context, and contemporary relevance of Mandeville's work, will be discussed by Harold Cook (Brown University), Neil DeMarchi (Duke University), and Margaret Schabas (University of British Columbia). This international conference takes place at EUR on Friday 6 June 2014. [WEB www.eur.nl/fw/english/mandeville](http://www.eur.nl/fw/english/mandeville)

19 and 20 June FUTURE ENERGY FORUM

The Erasmus Energy Forum event continues to grow. Next year's event is a two-day affair with separate industry and academic sessions being held in Rotterdam on Thursday and Friday 19 and 20 June 2014. Prof. Wolf Ketter of the Erasmus Centre for Future Energy Business is again organising the event, which brings industry, business and academia together. To read a review of 2013's event, or to find out more about the 2014 event, see: [WEB www.erim.eur.nl/energy](http://www.erim.eur.nl/energy)



July and August EUROPEAN SPORTS COME TO ROTTERDAM

The largest European multi-sport student event comes to Rotterdam in the summer! For two weeks in July and August, the city is home to the European Universities Games, an international, fun and sportive event for student athletes from 45 countries. This grand sporting event makes a fitting climax to EUR's centennial year. [WEB www.eugames2014.eu](http://www.eugames2014.eu)



3 October RSM LEADERSHIP SUMMIT

Save the date! If you've been inspired by our review of this year's RSM Leadership Summit, make sure you come to the next one on Friday 3 October 2014. Once again, we'll have top business leaders and leading faculty addressing major business challenges and sharing knowledge. You can

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

expect a highly stimulating experience and inspiring expert viewpoints, as well as valuable networking opportunities.

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



4 October MBA REUNION

Have you been waiting for your turn? Well it is your turn if you graduated from FT MBA in 1989, 1994 or 1999, MBA in 2004 or 2009; PT in 1999, EMBA in 2004 or 2009; OneMBA in 2004 or 2009; MFM in 2004 or 2009, EMBI in 1994 or 1999. Come and reunite with your classmates at the MBA Alumni Reunion on Saturday 4 October 2014, the day after the RSM Leadership Summit. Find inspiration from our update sessions, which will be led by faculty members, meet the Dean, and catch up with other RSM alumni!

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

EXECUTIVE EDUCATION OPEN PROGRAMMES 2014

RSM offers a wide variety of executive education programmes in Amsterdam and Rotterdam, and several of them run in both locations at different times. We invite you to have a look through the programmes offered from January to June 2014. EUR and RSM alumni are entitled to a 10 per cent discount. Detailed descriptions of each programme can be found at www.rsm.nl/open.

JANUARY 2014

28 – 29
Essentials of Leadership
Amsterdam

FEBRUARY 2014

12 – 14
Art of Project Management
Amsterdam

13 – 14
Finance for Non-Financial Managers
Rotterdam

MARCH 2014

4 – 14
Diploma Programme in Business Management and Leadership
Rotterdam

4 – 5
Essentials of Strategy
Rotterdam

6 – 7
Essentials of Finance/ Finance for Non-Financial Managers
Rotterdam

6 – 7
Coaching for Improved Work Performance
Rotterdam

10 – 11
Essentials of Leadership
Rotterdam

12 – 13
Essentials of Marketing
Rotterdam

12 – 14
Brand Strategy
Rotterdam

17 – 20
Diploma Programme in Sales Leadership
Rotterdam

19 – 22
Leiderschap en Positionering voor Medici
Rotterdam

24 – 25
Women in Leadership
Rotterdam

25 – 26
Essentials of Business Valuation
Rotterdam

APRIL 2014

2 – 4
Strategy Activation through Lean Six Sigma
Rotterdam

3 – 4
Strategy Consultants' Approach to Problem Solving
Amsterdam

10 – 11
Advanced Marketing
Rotterdam

17
Business Valuation
Rotterdam

MAY 2014

16 – 17
Warehousing Operations
Rotterdam

20 – 22
Effective Negotiating Skills
Rotterdam

21 – 23
The Art of Project Management
Rotterdam

22 – 23
Coaching for Improved Work Performance
Rotterdam

JUNE 2014

17 – 27
Diploma Programme in Business Management and Leadership
Amsterdam

17 – 18
Essentials of Marketing
Amsterdam
19 – 20
Coaching for Improved Work Performance
Amsterdam

19 – 20
Diploma in Business Management voor Accountants
Amsterdam

19 – 20
Essentials of Finance/ Finance for Non-Financial Managers
Amsterdam

23 – 24
Essentials of Strategy
Amsterdam

25 – 26
Essentials of Leadership
Amsterdam

Dates can be subject to change. Please check www.rsm.nl/open



RSM ALUMNI SERVICES

Many of you already take part in alumni events and are active in global networking. For others, here's a list of services, activities, programmes and events so you can benefit from being a member of the 28,000-strong RSM alumni network.

Alumni Events

Regular activities and events organised by RSM keep alumni up to date with the latest in RSM research and thinking, with expert speakers from a wide range of business activities.

- RSM Alumni Day (Rotterdam)
- Class reunions (Rotterdam)
- Local Chapter meetings (worldwide)
- Dean's Dinners (worldwide)
- RSM Leadership Summit (Rotterdam)

Lifelong Learning

There are regular opportunities to extend your business knowledge, and learn from RSM faculty and seasoned alumni. It can be a great chance to meet up with old friends and make new ones.

- Industry-specific Alumni Affinity groups (worldwide)
- Alumni career webinars (worldwide & on the web)
- Open programmes, from 2 – 10 days (Rotterdam, Amsterdam)
- Executive and specialised master programmes (Rotterdam, Amsterdam)
- Alumni library membership

Giving Back

There are numerous ways that you can contribute to the development of current students and the success of recent graduates.

- Mentoring programmes for BSc, MSc and MBA (worldwide, via the web)
- Coaching for student projects (Rotterdam)
- Giving career advice and guidance for career boards (Rotterdam)
- Conducting career workshops and presentations (Rotterdam)
- Recruiting from RSM (worldwide)
- Offering internships (worldwide)
- Giving guest lectures (Rotterdam)
- Representing RSM at recruitment fairs & information sessions (worldwide)
- Interviewing prospective students (worldwide)

For all enquiries about alumni services, and to send your comments, suggestions and questions, please email: alumni@rsm.nl

There are more details about all our alumni services in the alumni section of the RSM website at: www.rsm.nl/alumni

LOOKING FOR TALENT?

PROFILE YOUR ORGANISATION AT RSM!



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.

Engagement opportunities for organisations include;

- On-site company visits
- On campus company presentations
- Consulting projects
- Internships
- Online CV platform and job boards

As well as customised services to promote your organisation at Rotterdam School of Management, Erasmus University.

Contact: +31 (0)10 408 2010 | careerservices@rsm.nl | www.rsm.nl/careerservices



ROTTERDAM SCHOOL OF MANAGEMENT
ERASMUS UNIVERSITY



FUEL YOUR FUTURE

BUSINESS WAS USUAL

You can make a difference in today's new world of business. Whatever stage of your career you're in, RSM Executive Education can help you understand and master the business challenges that you're facing.

Taught by world-class academics, our broad portfolio of short open programmes provide you with new skills and knowledge that you can put into practice immediately. Programmes run in Rotterdam and Amsterdam, and can also be delivered in-company.

Fuel your future. Choose your Open Programme!

RSM.NL/OPEN

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