



JUST REWARDS:
WHY THE
GIFT IS IN
THE GIVING



BRIGHT IDEAS
BRING SUCCESS
FOR INSPIRED
ALUMNI



DALAI LAMA:
WE MUST TRY
TO EDUCATE
THE HEART

RSM Outlook

SUMMER 2014

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

A CIRCULAR ECONOMY

THE REVOLUTION BEGINS

The business school that thinks
and lives in the future



RSM Leadership Summit 2014

Big data: what's in it for me?



How does using big data influence you, our society, business and governance? What value does the use of big data create for organisations? Find out what benefits and boundaries leaders can expect when using big data by joining us at the **sixth annual RSM Leadership Summit**.

The RSM Leadership Summit gives you the opportunity to meet the world's most influential senior executives, and to network and interact with the entire RSM community – alumni, students, VIPs, corporate relations, faculty and staff. Don't miss it! RSM.NL/SUMMIT

To explore your opportunities with big data, save the date!
Friday 3 October 2014, 13:00 to 17:30, Van Nelle Ontwerpfabriek Rotterdam

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COLOPHON

RSM OUTLOOK
SUMMER 2014

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40 | Caring about the effects of financial crises

In his recent inaugural lecture, RSM Endowed Professor of Financial Markets, Mathijs van Dijk, spoke at length about the consequences of financial crises on society. Here he explains the motivation behind his research and why he finds the world of finance so fascinating.

42 | United for success

Companies, alumni and students can now expect an even higher level of service when it comes to their corporate needs. Welcome to RSM's new CCAR department.

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.

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LETTER FROM THE DEAN

Our academic year is in full swing in the long run up to the summer vacation and the conclusion of a year of EUR's centennial celebrations.

This academic year has seen new initiatives in terms of our strategy. In January, three RSM departments were merged into one, creating opportunities through combined team efforts. Corporate and Alumni Relations, Career Services for BSc & MSc and Career Development for MBA are now united in one department called Corporate, Career and Alumni Relations (CCAR) under the leadership of Joep Elemans, who explains his ambitions for the new department on page 42.

In February, we launched *RSM Discovery* (www.rsm.nl/discovery) to broaden the appeal of our research to a wider audience. This new online portal presents videos of research findings, related articles and bespoke video profiles and is a new way for practitioners to find out about research useful to their daily work.

We have recently announced the creation of a new position, Dean of Degree Programmes, the responsibilities of which will cover all education programmes and create synergies and more cross-fertilisation between our MBA, MSc and BSc programmes. Prof. Eric Waarts, our current Dean of Pre-experience Education, will fill this role.

On an operational note, the decline in state funding means RSM faces a €2.5 million cut in its budget from 2017 onwards. Luckily, our strategic review 'RSM 3.0', developed in 2012, anticipated this eventuality. We will increase our earning capacity to absorb the budget cut by bolstering our reputation and making our research more impactful and engaged, strengthening our corporate and alumni network, optimising our education portfolio with new programmes on- and off-campus, and emphasising our quality above quantity.


We will also increase our research funding efforts and fund-raising campaigns rather than make cuts to research and education support staff. All of these measures are in addition to controlling costs and implementing efficiencies throughout our operations, which have been underway since the beginning of 2014.

We have also wholeheartedly endorsed recommendations from two reviews of our academic integrity. One report came from EUR, and the other was commissioned by RSM from PwC. We will implement all their recommended measures so that we can foster an open and critical academic culture. The measures involve everyone in the school and the new "soft-control measures" and processes that are to be put in place will also provide feedback into RSM's policies. Collaboration, societal relevance, valorisation and academic entrepreneurship are already defining elements of RSM's desired culture; now, professionalism and integrity will become an official part of every academic's annual evaluation and assessment. All of these measures are designed to maintain and safeguard the value and relevance of RSM degrees and research.

Our busy summer term included preparing for – and looking forward to – events that have become regular fixtures on the RSM calendar because they present knowledge and research from academics and leaders from the business world in a way that's useful – and most of all – accessible for an all-stakeholder audience.

First, the Sustainability Forum in April addressed issues surrounding making sustainability mainstream in business. It featured speakers from Eneco, Unilever, Philips and Enviu among others, and you can read the report on page 15.

Almost unrivalled for its networking potential, our third annual Erasmus Energy Forum in June has expanded into a two-day event (19 and 20 June) featuring speakers



“ We are certainly well positioned; we enjoy a very strong international brand name and reputation; and we are part of a great university.”

as well as leading international academics, it represents the full spectrum of industry perspectives – and all stakeholders. You'll be able to read a full report on the RSM website shortly after the event.

And when the new academic year begins in September, I'll be looking forward to attending our flagship event, the RSM Leadership Summit on Friday, 3 October. It explores the astonishing potential of “Big Data” and you can read more in the preview on page 26.

On a social level, I hugely enjoyed meeting alumni during the annual RSM Alumni Day in April. Many alumni told me it was like “coming home” to be able to re-connect and attend our sessions about boosting business models and developing coaching skills.

I also hope to meet some of you during August's RSM Regatta in Lelystad when the RSM Sailing Club hosts a leg of the MBA Sailing League.

I continue to be inspired by RSM and its network of great, motivated, talented, creative and resourceful people – such as the 40 MBA alumni who recently gave up their time to develop a strategy to raise funds to fight a disease suffered by one of their peers (page 24), and those alumni who continue to contribute to the school (page 22).

In conclusion, we have every reason to continue full throttle in the direction set out in our RSM 3.0 Strategy. We are certainly well positioned; we enjoy a very strong international brand name and reputation, and we are part of a great university.

With my best wishes for a great summer.

Prof. Steef van de Velde

Dean
Rotterdam School of Management
Erasmus University

NEWS FROM RSM



RSM CLUB OF SPAIN DEBATES EU

The Dutch ambassador to Spain gave his analysis of challenges to the EU at a conference held at the International Institute in Madrid in December. Dean Steef van de Velde (pictured) contributed to the discussion from the point of view of business schools. It was followed by a cocktail reception. The event was organised by the RSM Club of Spain and attendees included alumni from RSM, and other business schools including UCLA and INSEAD.



RSM OUTLOOK FOR IOS AND ANDROID

RSM Outlook is once again available to download as a free app for iOS and Android devices. The app version features all the content of the paper edition, but with the bonus of videos, more 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, browser version of this issue is also available online at www.rsm.nl/outlook

BUILDING NETWORKS IN TURKEY

In a beautiful winebar in Ortaköy, Istanbul with a view of the Bosphorus river, members of the RSM Local Chapter Turkey met in March over Turkish wines and cheeses to carry on the cultural tradition of building relationships. They discussed forthcoming elections and possibilities for links with other universities in Istanbul. Local Chapter Leader Steef Bouwmeester (EMBA2000) plans more events for the autumn and winter. For more information about international alumni events, go to www.rsm.nl/alumni-worldwide-events



RSM HOSTS FIRST TEDx EVENT

MBA students organised the first-ever TEDxRSM event at RSM in November.

Held in front of a packed audience in the Erasmus Paviljoen, the event, featuring speakers from academia and business, covered sustainability, behaviour, empowerment and change management. TEDx is a series of independently organised events under the umbrella of the TED non-profit organisation and is devoted to “Ideas worth spreading”. The RSM presentations can be seen at www.TEDx.com

NEW CHAIRMAN FOR ENERGY ADVISORY BOARD

Two decades of high-level experience from deep within the integrated energy business were added to the Erasmus Centre for Future Energy Business (ECFEB) at RSM in November with the appointment of Volker Beckers as Chairman of the specialist research centre’s Advisory Board. Beckers, former Group CEO of UK-based electricity and gas supplier RWE Npower, has extensive experience of the European energy business, which is important to the ECFEB as it seeks to develop the business foundation for tomorrow’s energy markets. www.irim.eur.nl/energy





RSM DISCOVERY KNOWLEDGE TRANSFER MADE EASY

Making it easier for businesses to get hold of – and understand – useful research is the purpose of RSM's new online research portal, RSM Discovery, which launched in February. Visitors will find a news-feed of short videos in which RSM's world-class faculty members explain the practical implications of their latest research and alongside these

are related management articles. Aimed specifically at managers and executives, RSM Discovery offers the latest in management thinking and provides expert content that can help organisations sustain their future. Visitors can actively participate by leaving comments or posting questions alongside content.

WEB www.rsm.nl/discovery



HOW, WHAT AND WHEN FOR INNOVATION

An English translation of the latest book from RSM's Professor of Strategic Management & Business Policy, Henk Volberda, *Reinventing business: Hoe bedrijven hun businessmodel innoveren* (*How firms innovate their business model*) is in the pipeline. It answers questions

from top management about 'how', 'what' and 'when'. It also gives tips for enhancing business model innovation, and lists enablers and inhibitors for the process. The Dutch language version is published by Van Gorcum.

BOOTCAMP TO BOOM!

More than 200 alumni returned to RSM for Alumni Day 2014 in April for a glorious spring day of high energy learning, networking, and improvisational fun in a 'High Performance Bootcamp'. The day featured a sampler of two of RSM Executive Education's most highly-prized, performance-oriented programmes, and a session from the improvisational *BOOM! Chicago* comedy performers who got under the skin of RSM to the amusement of all. Should the school really be called "Capelle aan den IJssel University"? Or does RSM stand for "Rotterdam School of eating at Maria's Cantina"? Videos from the day can be seen at **WEB** www.rsm.nl/alumni/networking-events/rsm-alumni-day-2014/recording



JAPAN ALUMNI BRING RSM TO ASIA

Alumni in Japan are supporting RSM's network in Asia. Last autumn, Dean Steef van de Velde attended an alumni gathering in Tokyo, and earlier this spring Jaap Spronk, Professor of Financial Management Science at RSM attended an alumni-organised debate in Tokyo about a single currency in Asia. RSM alumni and faculty were joined by employees of Suntory Holdings Ltd, the Japanese brewing and distilling firm. For more information about Alumni Local Chapter activities, go to

WEB www.rsm.nl/alumni-worldwide-events

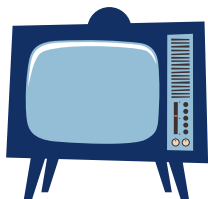
LONDON ALUMNI EXPLORE CHINA

Global strategy specialist and former Dean of RSM, Professor George Yip, was guest speaker for London-based RSM alumni in February at Google's London offices. Prof. Yip spoke of opportunities in China for foreign companies, and emphasised changes to the country's system of innovation, increasing patent applications and investments in R&D, as well as the challenges faced by western companies. Guests included alumni from RSM and EUR, plus Google employees.

AFFINITY GROUP LINKS SUPPLY CHAIN ALUMNI

A new networking platform to share knowledge and experience of supply chain management (SCM) across industries and borders has been launched by RSM. The SCM Affinity Group is open to all RSM alumni, faculty and students and promises to create unique content by combining academic research and business cases. The first meeting takes place at 17:00 on Thursday, 5 June at RSM in Rotterdam.

WEB www.rsm.nl/affinitygroups



STUDY OF VOLUNTEERS RECRUITED VIA TV SHOW

A volunteer recruitment drive made through a TV show 'As Broke as Can Be', which highlighted the loneliness faced by many senior citizens, became a surprising hit and attracted 7,000 new volunteers. The campaign is to be studied by RSM's Lucas Meijs (Professor of Volunteering, Civil Society and Businesses, and Professor of Strategic Philanthropy) in conjunction with the Dutch National Foundation for the Elderly (NFE).

PRIME MINISTER OPENS STARTUP CAMPUS

Prime Minister Mark Rutte officially opened the Erasmus Centre for Entrepreneurship Startup Campus in the Rotterdam Science Tower in March. The Science Tower is fast becoming an entrepreneurial hub and offers facilities and programmes for starting, growing and renewing companies along with flexspaces, meeting rooms and a lecture



room, plus offices that are available to rent. Alumni interested in entrepreneurship can join the Alumni Affinity Group for Strategic Management and Entrepreneurship.

WEB www.rsm.nl/affinitygroups

CENTENNIAL YEAR FESTIVAL

The first Erasmus Open Campus Festival for 20 years, held on 24 May, allowed EUR to show off its new-look campus and demonstrate that it lives at the heart of the community and that the world of science and science research is closer than we might think. RSM provided mini lectures, workshops, experiments, just-for-fun tests and demonstrations. The Open Campus Festival also concluded a year of EUR's centennial celebrations. **WEB** www.eur.nl/open-campus



SUCCESS FOR FAMILY BUSINESS EVENT

More than 140 people from Dutch family-run businesses attended the Family Business symposium at RSM in March, hosted by the Erasmus Centre for Family Business (ECFB) and supported by FBned, the Dutch association for family businesses. Prominent family business leaders gave frank answers to questions from the 140-strong audience. The event demonstrated the high value of research for family businesses, which hold huge value in many national economies. For a summary of the event, visit **WEB** www.rsm.nl/ecfb

DUTCH PARLIAMENT HEARS MBA STUDENTS' BUSINESS PROPOSAL

MBA students Emily Chao-Yin Cheng, Ekaterina Lebedeva, Deepak Srinivasan, Erika Cordova and Sarvesh Singh were invited to the Dutch parliament in November to share their energy ideas after they impressed parliamentarian Pieter Duisenberg, previously an Eneco board member, with their Living Management Consultancy Project. Other members of the MBA team were Julian Benitez, JinHeum Paek, Ricarda Ruetz, Alp Aytug, Yue Li, Wasim Qadir and Agustina Sembiring.



WARM SWEATERS AT RSM

Even though it was a mild winter in the Netherlands, RSM still marked Warm Sweater Day in February around the time of the anniversary of the Kyoto Protocol, when people all over the country were asked to turn down their central heating by 2°C and wear warm sweaters. The initiative, supported by the STAR Reach Out Committee, aims to highlight the potential for saving energy and reducing greenhouse gas emissions.

RECRUITMENT EVENT SUCCESS

A record number of companies presented themselves to 300 students at RSM in November during the International Career Event, which was part of the STAR Management Week. They met 'a superb pool of talented students' in the final phase of their studies, according to one recruiter. Participating companies included ABN AMRO, Eastman Chemical, Qatar Airways, and Google, and activities included corporate games and speed interviews.



DOING BUSINESS IN MEXICO AND BRAZIL

Brazil and Mexico's developing regional economies have their own characteristics, as 113 participants – all senior business executives – discovered during their RSM Global Executive OneMBA in November. It was one of four global residencies during the 21-month programme, and was hosted by EGADE-ITESM Business School in Mexico City, and Fundação Getulio Vargas in Sao Paulo, Brazil.

**I WILL NEVER STOP
CHALLENGING MYSELF AND
THE PEOPLE AROUND ME**

Laura Neferu, Romanian
Student, MSc Finance & Investments



RSM DISCOVERY: OUR NEW ONLINE RESEARCH PLATFORM

How can businesses get hold of – and understand – the impact of research that will be useful to them? Rotterdam School of Management, Erasmus University (RSM) has launched a new online research platform, RSM Discovery, which gives easy access to the outstanding research of RSM faculty. With profile videos, videos on research findings and related articles, RSM Discovery takes RSM's cutting-edge research closer to

business and provides organisations with a new, interactive way to find out about useful business research helping to sustain their future.

RSM Discovery. We bring our research into your boardroom.

Watch our researchers in action and join the discussion at www.rsm.nl/discovery.

ROTTERDAM SCHOOL OF MANAGEMENT
ERASMUS UNIVERSITY



I WILL INSPIRE
 THE NEW GENERATION
 Robyn van der Veen
 Student, BSc Business Administration /
 Bedrijfskunde



EMBAS DISCOVER SUSTAINABLE BUSINESS IN ASIA

A highlight for 90 students from the Executive MBA study trip to Hong Kong in March was a lecture from Stephen Frost entitled *The Shift towards Sustainability in China*. It was one of several given at the Asia-Pacific Institute of Business at the Chinese University of Hong Kong. Changing demographics, such as ageing, the rising middle class and the one-child policy are the main drivers for changes. Students also explored best local business practices.



RECOGNITION FOR PROF. FINN WYNSTRA

Finn Wynstra, RSM's NEVI Professor of Purchasing and Supply Management, was awarded the Hans Ovelgönne Award 2013 by the International Federation of Purchasing and Supply Management in November for his exceptional scientific research. Prof. Wynstra's reputation is growing, thanks to his well-received articles in scientific and professional journals and presentations at scientific and business conferences around the world, all of which bring research and practice closer together.

SUSTAINABLE PRIVATE EQUITY VICTORY

An RSM team won a two-day Private Equity Competition against top teams from European business schools in December. MBA and MSc Financial Management students solved a challenging case about sustainable private equity, and battled through two rounds of presentations in Amsterdam. The event included 12 business schools and was organised by RSM's Entrepreneurship and Venture Capital Club and its Finance Club in partnership with the RSM chapter of the Net Impact Club.

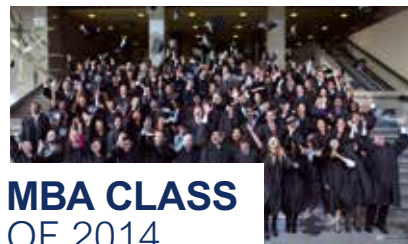
FAMILY BUSINESSES IGNITE DEBATE

Research into American family firms for RSM's Erasmus Centre for Family Business shows non-family CEOs make different strategic decisions to those made by family CEOs. RSM Assistant Professor of Strategy, Vanessa Strike, presented her research to 20 leaders of family businesses in November. Animated discussion followed and it was concluded that there is no fixed recipe for successful family governance and or board composition. [WEB www.rsm.nl/ecfb](http://www.rsm.nl/ecfb)



SUSTAINABLE COMPETITIVE ADVANTAGE

A free seminar in Amsterdam addressed "making sustainability sustainable" for 110 executives from a wide range of organisations in December. The session, *Developing an S² Competitive Advantage* was the second edition of the RSM Erasmus Business Series and served as a preview for a new two-day RSM open programme. Rob van Tulder, RSM's Professor of International Business-Society Management will lead *Creating an S² Competitive Advantage* in Rotterdam in October 2014.



MBA CLASS OF 2014

March saw 230 new MBAs celebrate their graduation. The Class of 2014 includes 120 International Full-time MBAs, 90 Executive MBAs, and the first cohort of 20 MBA/Master in Financial Management Dual Degrees. In his address to the proud graduates the Dean, Prof. Steef van de Velde, said that: 'All of them have the opportunity to go to places other MBA programmes don't: from the innermost drivers of their own behaviour to the slums of South-Africa, and from the broadest perspectives on business and its place in society to the top of Mount Kilimanjaro.'



THE SOCIAL VALUE OF FINANCE

Mathijs van Dijk, Endowed Professor of Financial Markets at RSM, gave his inaugural address, entitled *The Social Value of Finance* in March. He spoke of

the value for society of finance as an academic field and in the sense of banks and financial markets, and said average life expectancy declines by nine months in the six years after the start of a financial crisis. Turn to page 40 for an interview with Prof. Van Dijk and visit the RSM Discovery portal to watch a video in which he outlines his research. [WEB www.rsm.nl/discovery](http://www.rsm.nl/discovery)

STUDENTS CONQUER ALL-COMERS

An analysis and investment case about a semiconductor company, given in the Benelux CFA Institute Research Challenge in Amsterdam in February, won a student team from RSM ING Investment Management scholarships worth €1,000. Christian Stoll, Deron Amen, Laurenz Malte Nienaber, Ronak Yadav and Tom Neugebauer from RSM's MSc in Finance and Investments won against teams from 13 Dutch and Belgian universities after months of research, interviews and presentation training.

AWARD FOR CEMS STUDENT

RSM alumna Sylvia Feilhauer (MSc International Management/CEMS 2012) won the third Philippe de Woot Inter-University Award for her master thesis about Corporate Social Responsibility (CSR) in February. Judges looked for master theses that made an original contribution to the understanding of CSR or sustainable enterprises. Sylvia won €1,500 for herself, and chose that a charity donation of €1,500 should go to a school project in Khammam, India.

DUTCH IN TOP THREE FOR INTERNATIONAL TRADE

The Global Enabling Trade Report 2014, published in April by the World Economic Forum (WEF), focuses on the free flow of goods across international borders. It produces the Enabling Trade Index (ETI), in which the Netherlands has climbed from seventh to third worldwide for international trade. RSM research institute INSCOPE – Research for Innovation, prepared the report on behalf of the WEF. [WEB www.irim.eur.nl/inscope](http://www.irim.eur.nl/inscope)

DSM WINS ERASMUS AWARD

DSM was announced as the winner of the Erasmus Competition and Innovation Award at the 2013 Annual INSCOPE Conference. Philips and Machinefabriek Boessenkool BV were runners-up. The judging panel praised DSM's achievements in the magnitude of its change of course and its ability to prepare itself for the future. INSCOPE – Research for Innovation is headed by RSM's Prof. Henk Volberda.

COST-CUTTING DRIVES NEW WORLDS OF WORK

An annual barometer, developed in part by RSM's Professor Eric van Heck, has shown that organisations increasingly reported cost savings as the primary expected result from implementing the New Worlds of Work (NWoW) concept. Employees from 70 different companies took part. Previous expectations were for increased employee satisfaction and improved work-life balance, but 2013 results show a shift towards cost reductions. The barometer also shows that while NWoW is becoming more common, resistance is rising and enthusiasm waning.

[WEB www.newworldsofwork.nl](http://www.newworldsofwork.nl)

SOCIAL INNOVATION A TOP-PRIORITY

RSM and Panteia/EIM have measured the innovative strength of Dutch economic sectors. Their findings have resulted in *The Innovation and Competitiveness Monitor for Top-Priority Sectors 2012-2013*, which was published in January. It finds social innovation is crucial to improving innovative strengths and corporate performance of companies in top-priority sectors. Dutch governmental policy for economic focal points concentrates too much on technological innovation, according to the research carried out by Prof. Henk Volberda.



EXECUTIVES GRADUATE

Erasmus Executive Programme in Strategic Management participants graduated at RSM in March. As part of the programme the 17 professionals developed strategic decisions plans based on their companies' specific strategy issues. Aline Eger, Heike Reinstaedtler and Roland Berns were awarded for the Best Strategic Decision Plan by Wim Naeije, former CEO of Eneco. Participants chose RSM's Prof. Justin Jansen and Marc Baaij as the course's best teachers.

ONEMBA STUDENTS INVESTIGATE EU CHALLENGES

A European global residency sessions by Prof. Jan Peter for OneMBA students took in Balkenende, former prime Amsterdam and Istanbul to minister of the Netherlands, explore economic, political, and Frans van Houten, CEO of energy and security issues in Philips. The residency included the European Union, and how company visits to football they relate to local business club Fenerbahçe Kulübü, practices. The 92 students and philanthropist foundation attended lectures including Sabancı Vakfı in Turkey.



SHANGHAI CONNECTIONS FOR RSM

Alumni in China reconnected with RSM in Asia and the Netherlands in March when they met Joep Elemans, RSM's new Director of Careers, Corporate and Alumni Relations (CCAR), and Dual Wu, Director of RSM's Asia Office in Taipei, to learn about business developments in the region and how to strengthen the alumni network in China through the China Local Chapter. During a two-day visit, both Elemans and Wu were received by the Consulate General of the Netherlands in Shanghai, and the Netherlands Foreign Investment Office. They also visited the HR departments of three fast-growing multinational companies – Garmin China, Philips Investment China and Philips Healthcare – with a view to creating career opportunities for RSM students and alumni.

CLOSER LINKS IN TAIWAN

In February, a new online platform that brings RSM and members of the RSM Club of Taiwan closer together was launched in Taipei at an event attended by 36 alumni, Prof. Jaap Spronk, RSM Academic Dean, and Dual Wu, Director of RSM's Asia Office. The RSM Club of Taiwan is part of the RSM international network and links RSM, alumni and business networks in the Asian region, especially in Taiwan. Interested in developing partnerships with companies in the region, participating in executive education programmes delivered by RSM, or in seeking career guidance, lectures and presentations from visiting RSM faculty? If so, alumni can contact Dual Wu in the RSM Asia Office.

MAIL duwu@rsm.nl

RSM TEAM RUNS STRONG

An RSM team of 163 students, alumni, faculty and staff members participated in the 34th Rotterdam Marathon in April. They joined together to raise funds for The Girl Effect, a charity working to break the cycle of poverty in the least developed countries by investing in the education of adolescent girls. Alumnus Archim Siller completed the marathon in 03:15:58 and PhD candidate Marcel Tuijn finished in 03:43:58.

ALUMNI MEET STUDENTS

CEMS alumni and current CEMS students were invited to the informal CEMS Career Board in early April for networking and discussions about careers. Students heard how alumni made career decisions and overcame struggles – and how they would view those decisions now. This event is held twice a year.



Building
sustainable
business
through
teaching,
research,
events
and action

RSM SUSTAINABILITY FORUM A SUCCESS

With the theme *Mainstreaming Sustainable Business*, the 2nd annual RSM Sustainability Forum provided more than inspiration; speakers from business and academia offered real proof of concept, demonstrating the pragmatic and profitable possibilities of new business models and innovations enabled by the need for sustainability.

Held on Friday, 25 April 2014, the event attracted around 180 corporate and alumni relations, staff, faculty and students.

The day was moderated by Marga Hoek, CEO of De Groene Zaak (the Dutch Sustainable Business Association), whose book *Doing Business in the New Economy* was awarded Management Book of the Year 2014.

Pauline van der Meer Mohr, President of the EUR Executive Board, gave a welcome address; RSM's Dean of Faculty, Abe de Jong introduced proceedings, and Professor Rob van Tulder provided a plenary wrap-up.

'I applaud RSM for choosing the topic of mainstreaming sustainability,' said Pauline van der Meer Mohr. 'Too often when we think about sustainability, we think about "nice to have" – but mainstreaming is something entirely different. We have to operationalise sustainability.'

The 'operationalising' of sustainability was presented by Kees-Jan Rameau, member of the board of management of sustainability-focused energy company Eneco, in his keynote, entitled *Sustainability as a Core Strategy*. The business case for renewable energy is clear, he showed: not only are fossil fuels finite and damaging to

the environment, but the cost of sustainable energy is decreasing. Renewable energy is creating new business models, the potential for new jobs, and international economic growth. 'Now is the time to invest in renewables,' he concluded.

Another highlight was Jan van den Herik, KPMG Director Strategy & Innovation presenting the RSM KPMG Sustainable Master Thesis Award to Sophie Gaarenstroom (RSM MSc 2013) for her thesis *Socially Responsible Purchasing and its Effect on Operational and Relational efficiency*.

'I'm very proud of the RSM students who wrote these theses,' said Abe de Jong as he closed the event, thanking the speakers and students who had made it a success. He noted that of the take-away lessons of the day, some of the standout quotes were that in terms of sustainability: 'We really need a revolution because incrementalism won't get us anywhere.'



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MOVERS AND SHAKERS

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Shu Nagone

(Full-time MBA Class of 2008), formerly senior product manager with Abbott Laboratories, is now business development manager, Ultrasound Business Line, Philips (Tokyo, Japan).

Effective: Feb 2014.



Kamil Mert Cakar

(Full-time MBA Class of 2011) has moved from being global platform project leader at Philips Lighting (Eindhoven), to become the company's global LED platform manager.

Effective: Feb 2014.



Anja Deelen

(Executive MBA Class of 2001) has left the role of head of marketing & business development, Grant Thornton, to become director of international marketing for Laureate Education Inc. (Amsterdam).

Effective: Jan 2014.



José Viniestra Escanero

(Full-time MBA Class of 2012) goes from corporate strategy with Pullmantur Cruises to become corporate strategy manager with FTSE 250 company, Reparalia (Madrid, Spain).

Effective: Mar 2014.



Stephanie Christiansen

(Full-time MBA Class of 2007) has moved from Houston, Texas, where she was key account manager, United General, to New York, where she is now a recruitment consultant with Michael Page.

Effective: Feb 2014.



Susan McDonald

(Full-time MBA/ MBI Class of 2001), previously manager of global technical talent with FMC Technologies, is now manager, global functional development, Chevron Phillips Chemical Company.

Effective: March 2014.



Mark Blok

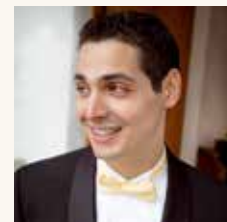
(Executive Master of Corporate Communication 2012) moves from being strategy consultant with Proof Reputation to become global head of internal communications for AkzoNobel (Amsterdam).

Effective: March 2014.

Wieteke Dupain

(CEMS Master in International Management, RSM & ESADE 2003-2005, and Master in Strategic Management, RSM, 2004-2005) formerly senior research analyst, corporate headquarters and financial & risk division, Thomson Reuters, is now executive director, CEMS Alumni Association (Paris & Rotterdam), and CEO, Graduate Business Forum (New York & Rotterdam).

Effective: July & August 2013 respectively.



Michael Estabrook

(Master Hospitality Management 2012) moved from being an associate, human capital advisory, with AETHOS Consulting Group, to become a financial advisor with Merrill Lynch (Houston, TX, USA).

Effective: Sept 2013.



Michiel Hoogenboom

(Executive Programme in Strategic Management) moves from the position of marketing lead SMB, Microsoft Corporation, to become lead dynamics marketing and business development, with the same organisation (Schiphol, the Netherlands).

Effective: Jan 2014.

THE BATTLE OF IDEAS

Eighty great ideas, six competitive teams and one boxing ring. At a spectacular event on campus, finalists in the second RSM I WILL Award competed for €15,000 worth of funding to help put their inspired ideas into action. **Story by** Dorine Schreiner

Imagine standing in a boxing ring in front of a cheering audience and pitching an ambitious idea that could change the world. This was the challenge for the six finalists competing for the I WILL Award 2014. Entitled “I WILL Get in the Ring”, the sensational event that recognised achievers who want to execute or boost a world-class plan.

RSM’s I WILL initiative is bigger than ever before. With more than 5,000 I WILL statements pledged and 80 applications for the I WILL Award 2014, it shows the ambitions and intrinsic motivations of RSM’s community of individuals, each identifying what they want to create, now and in the future.

The battle of big ideas took place in the new Erasmus Paviljoen in March 2014 in front of a jury representing RSM’s senior leadership team, faculty members, the STAR study association and the business world. Associate Professor of Organisational Behaviour at RSM, Dirk van Dierendonck, challenged the finalists to convince the jury why they had the willpower to change society and inspire a global audience, while embracing RSM’s central themes of innovation, critical thinking, sustainability and spirit.

‘I’m really proud of these entrepreneurial initiatives and the spirit of our community,’ said Professor Steef van de Velde, Dean of RSM. ‘Even those who didn’t win gained a lot as they had this great experience, feel more confident about their story, and improved their individual performance.’

With the audience going wild, one spokesperson from each team presented their initiative in the boxing ring in three knock-out rounds of head-to-head battles. The final three teams – EnWake, Dwillo and Labelgram – each made a one-minute “elevator pitch” explaining why their team should win the €15,000 prize, which would enable them to carry out their idea. Ultimately, the jury chose Dwillo as the 2014 I WILL Award winner.

Achieving goals

Dwillo provides online mentoring communities for universities and organisations to facilitate coaching relationships between students and professionals. ‘Willpower is about setting your goals and actually achieving them,’ said Daniel Gaspersz, co-founder of Dwillo. ‘Many students struggle to decide what they really want. Having a mentor can be of real value and change their lives.’

Daniel said that Dwillo would use the funds to expand internationally. ‘We aim to connect one million people worldwide by the end of 2016,’ he said. ‘Through mentorship we can truly build a great tomorrow.’

RSM’s alumni office gave Dwillo room to start a pilot scheme in April 2013 under the name RSM-MentorMe. Since its launch, RSM-MentorMe has fostered 377 active mentors and 456 mentees from RSM’s bachelor, master and MBA programmes.

‘Alumni get such a satisfied feeling from giving back through mentoring,’ said Job de Groot from Dwillo. ‘They not only re-establish a relationship with RSM but also get fresh perspectives and new ideas by being in contact with this new generation of future professionals.’ He added that being part of a mentoring community also helps alumni’s own leadership and coaching capabilities. ‘When people connect, beautiful things can happen. It can lead to new opportunities for both parties. A better connected world can make a positive impact to people’s lives.’

Entrepreneurship

The I WILL Award brought more to the finalists than just the experience of pitching ideas. Each team won a coaching session at the Erasmus Centre for Entrepreneurship (ECE), and five people were selected to participate in the ECE’s Get Started programme. ‘These enthusiastic entrepreneurs still have to jump a lot of hurdles,’ said Dean Van de Velde. ‘By co-operating with ECE, participants get the crucial support they need in their entrepreneurial journey.’

In addition to the main prize, attendees voted for the team that they thought should win the audience award of €2,000. This went to CreativeHub, an online platform designed to connect entrepreneurs with artists. ‘Our idea benefits the whole community,’ said Sinan Al-Mansour from CreativeHub. ‘It’s a bridge to connect ideas to financial or community support. We want to give everyone the chance to be inspired and reach their goals.’ ■



The finalists

CreativeHub

An online platform where entrepreneurs and gifted artists can connect to the right market, develop their potential and find sponsoring through crowdfunding.

Dwillo

Provides online mentoring communities for universities and organisations to help mentees with study, career and personal development choices. www.dwillo.com

EnWake

A smart, personal and portable daily rhythm solution that works through intelligent glasses. Using a sophisticated light system, the glasses boost people's energy levels and optimises their sleep/wake cycles. www.enwake.me

FocusGame

Wearable sensor technology that records the electrical activity of the brain and uses sophisticated game play, which adapts to brain signals that help people develop their powers of concentration.

Labelgram

Helps social media influencers to monetise their online reach and popularity by co-operating with brands across various sectors.

www.labelgram.it

SoTrip (now Mowgli)

Connects travellers and social entrepreneurs worldwide through an online platform. It enables concerned travellers with an awareness of global sustainability problems to create value by contributing directly to issues that affect their specific destinations.

Watch highlights of the event at

[WEB http://youtu.be/CDZn8bWDPLI](http://www.youtube.com/watch?v=CDZn8bWDPLI)

THE PRAGMATIC IDEALIST

Joeri van Geelen (pictured) is a rising star in the global energy industry. At just 26 he has a swag of diplomas to his name, a successful career with Shell and the title of Best Young Professional 2014, awarded to him by *Memory Magazine* from a field of 650 candidates. Here he shares his philosophies on sustainable energy, the power of serendipity, and changing the world one step at a time. **Story by Imogen Moore**

Joeri van Geelen (International Management/CEMS 2011) is an interesting bundle of contradictions. Innate idealism is tempered by pragmatism; worldliness is made colourful by an infectious enthusiasm for life's opportunities – and Van Geelen sees opportunities everywhere. A conversation with this unique character is also a sharp reminder to not make assumptions about a person before getting to know them.

Incorrect assumption number 1: **It will take time to break down his corporate persona.**

From the first moment of our conversation Joeri is engaging, impassioned and entirely human. His advice to future nominees for the Best Young Professional award is simply “be yourself” and it is advice that he lives by.

‘Before I was always preparing to the last bullet [but then] you are very restricted. If you have nothing prepared the only thing you can rely on is your brain and your soul.’

This unscripted approach is never clearer than when Joeri is asked how he reconciles his passion for sustainable energy with his current role working for Shell.

‘Many people ask me: you have a sustainable heart. Why the hell are you working for the most polluting industry?’

The answer comes directly from that pragmatic streak. It's not enough to wave the flag of sustainability while ignoring market forces and realistic energy demands

‘I learned through my Siemens internship in Shanghai that with wind power you will not save the world. It takes a lot of years to recuperate the material costs of manufacturing – and offset the emissions produced by – the generator. I felt like I was sitting on a chair pushing for wind power knowing that we won't make it that way. I believe I can make the biggest impact in Shell by knowing the energy industry.’

Incorrect assumption number 2: **With a list of successes that a person twice his age would be**

proud of, Van Geelen could be forgiven for attributing all of his achievements solely to his own hard work.

In fact, the two achievements he is most proud of (completing his secondary school exams and defending his thesis at RSM), he modestly attributes to his father's influence. ‘Ask me for a personal hero – it's him.’ Two weeks before Joeri's final secondary school exams his father lay in a coma – a post-operative complication related to his initially promising kidney transplant.

Young Joeri van Geelen faced a choice: Focus on exams or focus on his father. ‘I thought about him and thought about what he would tell me to do. I decided not to visit him for those two weeks – it was a very difficult decision.’

Joeri recorded a tape for his father; an outpouring of explanation and emotion. ‘They played the tape and his blood pressure was rising, his heartbeat was rising – he was hearing me while he was in a coma.’ Against all the doctor's predictions, Joeri's father woke up. ‘He



“I believe I can make the biggest impact in Shell by knowing the energy industry.” Joeri van Geelen

lived for another two years – he gave me so much energy to believe that if there’s a will there’s a way.’

Incorrect assumption number 3: **A fat corporate pay cheque is Joeri’s primary motivation.**

Van Geelen is deeply committed to collective action over individual corporate success. It was this interest in collectivism that took him to China. ‘I was a bit fed up while at RSM. Not fed up with RSM – that was the best academic experience I’ve had so far, including my studies in Nottingham and Norway. RSM really pushes you to the max.’ Instead, Joeri

was disillusioned with the individualism of his peers: ‘It kind of appeared that people were solely chasing the big bucks – the highest learning curve, the highest amount of working hours you can get in the narrow-minded investment banking world, become CEO in the quickest amount of time.’

Upon his return from China and subsequent employment with Shell, it is ironic that Joeri’s unperturbed attitude towards the corporate ladder led indirectly to his being awarded Best Young Professional 2014, which then led to his name being bandied about at the executive board level of Shell.

During the award decision-making process Joeri was chosen not only for his

achievements but also for ‘that X factor. I was just being myself you know?’

Now that he is known at board level, what does Joeri’s professional future hold? ‘I believe power production will become decentralised. I feel that the younger generation is particularly pushing more and more for sustainable solutions.’

And if the big corporations can’t provide those sustainable solutions, Joeri is convinced that individuals will take matters into their own hands. Can he see himself living on a plot of land surrounded by renewable energy? ‘Well yes, definitely!’ he laughs. ‘And I don’t think I will be the only one.’

After all, where there’s a will there’s a way. ■

THE GIFT IS IN THE GIVING

Giving back to RSM benefits everyone: alumni, current and future students – and the people doing the “giving back”. Here we look at some of the ways in which alumni are actively engaged in supporting students and the school as a whole. **Story by Justine Whittern**

According to Irene Broekmans-Versluijs, RSM’s MBA Alumni Relations Manager in the Corporate, Career and Alumni Relations department (CCAR): ‘The task of RSM’s alumni department is to make sure that the growing network continues to deliver value to alumni, students and to the school.’

An underpinning strategy of four pillars – access to networking and events, lifelong learning, staying connected, and giving back – enables CCAR to provide something of value to every individual who wants to be a part of the alumni network.

But equally important is the time, talents, effort, expertise and financial donations given freely by a growing number of the school’s corpus of 29,000 alumni.

So who are the alumni who are already “giving back”, how do they do it, and why?



RSM feeling in Tokyo

Do you remember leaving your home country to come to RSM? Japanese students about to join RSM often get their first taste of the RSM “feeling” – and their first taste of Belgian beer – in Tokyo thanks to **Ayumi Kimura** (FTMBA13) who works for Deloitte’s global Chief Financial Officer Programme and heads RSM’s local chapter in Japan.

Ayumi brings alumni, stakeholders and other interested parties together for debates, company visits and social events, and her introductions have already resulted in new working relationships. ‘Our alumni activities plant seeds for ideas that can grow. In this way we can contribute,’ she says.



Energy in affinity

Valér Merényi (EMBA-1999) is one of the drivers behind the RSM Marketing Affinity Group, which has built an 800-strong community on

LinkedIn and has hosted a number of successful events in the Netherlands for alumni and faculty working in marketing. It’s one of four Alumni Affinity Groups for energy, marketing, strategic management and entrepreneurship, and supply chain management.

Founder and MD of WSI Media Consulting, a social media marketing company in The Hague, Valér says: ‘It’s good to be on the giving side rather than sitting and listening.’

He finds the mix of networking and academic participation valuable. There is frequent activity on the Marketing Affinity Group LinkedIn page, and it has started streaming its events live over the internet.

Mutual value

Memories of her own experience as a student resulted in **Willemijn Bulsink** (MScGBSM2011) finding reward in mentoring. She is one of more than 200 mentors taking part in the RSM MentorMe programme.

She says: ‘I found it rewarding being able to use my own experience to



understand their needs and wants, and help them think from different angles.'

Although mentoring is not part of her role as an analyst for Shell's HR development programme, it is valued by Willemijn's employer and her mentoring activities are part of her personal development plan.

She acknowledges that the short time between her graduating and mentoring is an advantage. 'I still understand the feeling you have when you're studying, and use it to help people to make their next steps – the things they can do while they're still studying,' she says.

Anonymous donors

For those with the means and desire to do so, donating cash is not simply a case of handing over a cheque every year to the RSM Annual Fund. Donations can have a focus and a purpose that maintains the donor's principles.

One RSM MBA graduate donates annually through a family-run charitable foundation. They say: 'I prefer to support local causes where the donation enables the receiver to do things they could not otherwise do, but I don't want recognition for it. The reward is the thought of creating opportunities.' This donor's only stipulation was that support should go to those showing entrepreneurial spirit.



Young and bright minds

Some see "giving back" as a service to their native country. For the past five years, **Putu Yudha** (FTMBA2009) has interviewed new students in Jakarta on behalf of RSM. 'I have been lucky to

“ You give and you gain. Doing it makes me feel proud; it's a legacy of giving come to life.” **Ronald van der Heijden**

(Drs. Bedrijfskunde 2002).

experience life in Europe as well as in Indonesia. I can give back to Indonesian society by interviewing these young and bright minds,' he says. 'I learned a lot from interviewing them; how the world is changing and their new ideas for business.'

Now based in Bangkok, Putu has some responsibilities for recruitment in his role as a corporate development manager for Michelin SE Asia and Oceania. 'RSM educated me in how to spot a good talent and ask the right questions,' he says.

A sense of belonging

Communication specialist **Ronald van der Heijden** (Drs. Bedrijfskunde 2002) is passionate about the university's endowment fund *Vereniging Trustfonds Erasmus Universiteit Rotterdam*, which manages the annual fund on behalf of RSM. Ronald owns Rotterdam-based communication consultancy firm Fairviews. He became a member of the Trustfonds in 2008. 'After graduation you should acknowledge your diploma by adding value to the institute that gave you a boost when you needed it,' he believes.

'Giving back is natural,' he continues. 'State funding is being reduced so giving back must become more commonplace and generally accepted.' He says: 'It produces a sense of belonging, and a sense of place, where I can use opportunities or find people or a client or business partner. You give and you gain. Doing it makes me feel proud; it's a legacy of giving come to life.' ■

How can you help?

These are just a few RSM alumni who are proud to communicate what giving back brings for them. What they have in common is a feeling of benefitting from giving back to RSM – and the enthusiasm to want others to feel the same way.

Of course, this is not an exhaustive list of ways to give back – ideas, requests and examples are regularly shared and posted in the RSM alumni groups on Facebook and LinkedIn.

As Irene Broekmans-Versluijs says: 'I want "giving back" to get an energy of its own. I want word to get around the whole alumni network of the benefits it brings to everyone.'

- Connect with your RSM Alumni Local Chapter and find out how you can give back into the worldwide network: www.rsm.nl/localchapters
- Connect with RSM alumni and faculty in industry-specific Alumni Affinity Groups: www.rsm.nl/affinitygroups
- Find out more about RM MentorMe and give back by becoming a mentor for RSM students: www.dwillo.com/rsm
- Connect with, and recruit, RSM students: www.rsm.nl/career-services/companies
- If you think colleagues would benefit from RSM programmes, they can use our Programme Finder: www.rsm.nl/programmefinder
- To donate to the RSM Annual Fund, contact Nicole Eshuis: neshuis@rsm.nl
- To find out more about the RSM Alumni Network: www.rsm.nl/alumni and www.rsm.nl/alumni/giving-back

ALUMNI MOBILISE TO SAVE LIVES

Earlier this year, nearly 40 MBA alumni gathered for an ambitious challenge: to develop a €100 million fundraising strategy to discover a cure for Amyotrophic lateral sclerosis (ALS). Since then they've solidified a business case and are working towards attracting investors to the cause. **Story by** Jami Klein

The ALS Business Challenge was conceived by alumnus Gerard Struijf (EMBA06) after discovering that fellow former MBA classmate Garnt van Soest had been diagnosed with the disease. Sometimes referred to as Lou Gehrig's disease, ALS is a rapidly progressive, often fatal, neurological disorder that attacks neurons responsible for controlling muscles. A cure has yet to be found.

'When I found out about Garnt's diagnosis, I asked myself how our alumni could help move ALS research forward,' said Struijf. 'I hatched the idea to host an MBA "business game with a purpose" – a single day bringing together the collective knowledge, skills and networks of RSM's alumni with the ultimate purpose of realising a cure.'

When Struijf proposed the idea to Van Soest, he saw it as an excellent

opportunity to tap the power of the RSM alumni network in order to tackle a real-life challenge.

'Thinking back on my EMBA days, I loved working together on cases; how our minds were opened and inspired by learning how the world works,' said Van Soest. 'I discovered during those two years how much power to change the world we represented as a group, and the ALS Business Challenge is a fantastic way to get back together and pool our skills toward an important cause.'

The alumni group (pictured) gathered with Van Soest, Struijf and RSM Dean Steef van de Velde to play out the business game – ultimately to conquer the challenge of raising €100 million for the ALS investment fund set up by Van Soest and two other ALS patients. They





Garmt's story

When I received the diagnosis that I had ALS, I went from expecting to live to 96 like my grandfather to wondering if I would make it to 40. ALS is a disease without a cure and no known cause, and unless you're Stephen Hawking, it's also relentlessly fast, with an average life expectancy of three years after diagnosis.

After getting over my initial shock, I decided that I wasn't going to take this disease lying down. I spent the next several months learning about the pharmaceutical world, the magic of investment funds, the impossible miracle of the human cell, the way medicine is brought to market – and I couldn't believe what I saw: a hugely serious and interesting opportunity. With the ALS Business Challenge, I asked of my fellow alumni what I've already seen they're good at: putting their minds to work on a challenging, unconventional opportunity.

I don't think ALS needs to be incurable or unstoppable, and I'm proud to have my fellow alumni fighting alongside me to turn this ambitious fundraising vision into a reality. Regardless of how this affects my life personally, the ALS Business Challenge and the important work that has already grown from it is a wonderful opportunity. While I'm confident that humanity will get rid of ALS eventually anyway, I'm happy if we can make that happen sooner rather than later.

were joined by world-renowned ALS expert and Professor of Neurology Leonard van den Berg from UMC Utrecht/Project MinE, and the organisations MyTomorrows and Treeway, both of which have a mission to speed up drug therapy research in collaboration with worldwide academic and research centres.

is already under way – on 19 May, Van Soest's employer Accenture hosted an ALS Investors Day in Amsterdam. Alumni have also engaged with the Stichting ALS and are actively looking for investors for both Treeway and the fund.

Reflecting upon co-operation within the business challenge, Dean Steef van de



“ When I found out about Garmt's diagnosis, I asked myself how our alumni could help move ALS research forward.”

Gerard Struijf (EMBA06).

After a presentation, the business game team divided into smaller groups to tackle a number of key challenges: how to involve (and care for) the patient and their close relatives; how to expedite the search for the cause; how to build a biotech company, and how to raise capital for drug development.

After each group discussed their own respective challenge, they reconvened and agreed upon the priorities for moving forward, namely de-fragmenting patient organisations, co-ordinating key stakeholders, and creating a clear patient story and research case that would attract investors.

The group has since created a business plan based on the business game's outcome, and significant action

Velde said he is impressed with the RSM alumni community and their willingness to support a fellow alumnus. 'RSM is a community that really cares about making a difference in the world at large and in this case for one person,' he said. 'This group has come together to tackle a very complex challenge, and as quickly as possible. I find that inspiring.' ■

More information about Treeways can be found here: [WEB treeway.nl](http://treeway.nl)

If you'd like to get involved or make a contribution toward the ALS fund, please contact Irene Broekmans-Versluijs at

[MAIL ibroekmans@rsm.nl](mailto:ibroekmans@rsm.nl)

Alternatively, go to:

[WEB http://alsdantoch.com/donate/](http://alsdantoch.com/donate/)



FROM STRENGTH TO STRENGTH

RSM's sixth annual Leadership Summit will take place in Rotterdam on 3 October this year. Last year's summit – at Rotterdam's Beurs-World Trade Center – attracted a record audience of over 700 RSM students, alumni and members of the wider business community. This year's event promises to be an even greater success.

Story by Tim Skelton

“ We want to make the event an interesting place for people to meet and feel connected to RSM.”

Joep Elemans, Director, Careers, Corporate and Alumni Relations, RSM.

The high-profile keynote speakers in 2013 each represented a world-class Dutch firm: Lodewijk Hijmans van den Bergh, Executive VP and Chief Corporate Governance Counsel at retailer Ahold; Pieter van Oord, CEO of marine contracting company Van Oord; Frans van Houten, CEO of Royal Philips; and Paul Smits, CFO at the Port of Rotterdam Authority.

The four senior executives shared their experiences with the audience about how their businesses had learned to “re-invent the future” as they dealt with upcoming shifts in business, society and politics. After the presentations, members of the audience were given the opportunity to put their own questions directly to the speakers in panel sessions moderated by Dutch journalist and TV presenter Twan Huys.

All who took part agreed the event was great success, and it received plenty of positive comments and feedback from those in attendance. It will be a hard act to follow, but this year's event hopes to live up to those achievements – and maybe take it one step further.



Previous summits were organised by Theo Backx of RSM, but this time around Joep Elemans, the school's Director of Careers, Corporate and Alumni Relations, is in charge of setting things on the right track. 'Theo did a fantastic job in building the summit into the great event it has become, with more than 700 participants last year,' Joep says. 'This year we hope to build on that.'

This year's overarching theme is: "Big Data... What's in it for me?" The idea is to provide answers and insight into the key questions surrounding something that will affect all our lives. What is the potential impact of Big Data for society, products & services, and also governance? What are the ethical boundaries for leaders? What are the opportunities for organisations? What are the challenges for leaders? And what will the value of this be for others?

As in previous years, keynote speakers will be invited from the upper echelons of big business. Each will be asked to suggest what Big Data can do for them, as CEOs or directors, from the corporate point of view (ie, their products and services), from their personal perspective (as leaders of

big organisations), and from the point of view of the individual (in other words, how will it directly benefit members of the audience?).

Since he proved such a hit in 2013, the organisers have persuaded Twan Huys to return in 2014. 'Twan did a great job of moderating last year and challenging the panel,' Elemans says. 'He really engaged the audience, and we're happy to have him back this year so he can pose some more demanding questions.'

What are the organisers looking to achieve this time out? 'This is the sixth year we have held the event, and it grows every time. So we don't want to make it too much bigger,' Joep Elemans says. But he is looking to gain more attention for RSM. 'We want to use it for branding the school as a place where education meets business,' he says. 'We want to make the event an interesting place for people to meet and feel connected to RSM.'

Another intention this year is to invite a broader range of high-level speakers to widen the appeal of the event. 'Last year we had great external corporate speakers, but we are hoping to get more of RSM's

senior faculty members involved, to promote both themselves and the school. We also want speakers directly connected to the topic – last year was very broad,' Elemans says. 'We are also trying to get a more diverse panel, with more international speakers and more women.'

The goal is that this year's event will broadly be one-third corporate, one-third faculty members, and one-third Q&A sessions, allowing the audience to get involved by challenging the panel. Another new idea is to offer space for RSM alumni involved with Big Data in some way to have a stand, so they can promote their organisations.

So how will this mix make the summit stand out as a "must-attend" event? 'In a word: networking,' Elemans explains. 'We want the people who come to feel proud of RSM, and connected to it. By listening to and meeting with other top people with a broad range of views, they can discuss and share their ideas.' ■

For further information and details on how to attend, please visit:

WEB www.rsm.nl/summit

PROJECT MAINSTREAM: CHANGING THE SHAPE OF BUSINESS

It has been clear for some time that finite resources, increasing commodities costs and the ever-greater demands of the world's growing group of middle-class consumers cannot be resolved with old business models. It's time for a market evolution – and along with it, an economic revolution.

Story by Lesa Sawahata



With the introduction of Project Mainstream at the World Economic Forum in Davos in January 2014, a new (and circular) route to a thriving economy is in sight. RSM is there: the research of Professor Michael Braungart and his Academic Chair in Cradle to Cradle for Innovation and Quality underlies and guides the WEF's groundbreaking initiative, while prominent alumni of the school are the business leaders driving the acceleration to a circular economy.

It seems too good to be true, a Brave New World of business: transform the framework that has held the world economy for 200 years. Blast us out of the economic doldrums that have beset the globe since the financial crisis of 2008. Inject US\$500 million net profit into the economy, at the same time creating 100,000 new jobs worldwide each year.

On top of that, provide new, affordable and desirable consumer goods and services while improving the earth's ecology by valorising 100 tonnes of material waste within five years. Last but not least: kick-start this earth-shaking, world-saving new economic model in the short space of 24 months.

Yet this is exactly what the World Economic Forum (WEF) and the Ellen MacArthur Foundation have jointly proposed. In a world where all the old industrial models of business seem worn out – and worse, actually destructive to planetary and societal ecologies – Project Mainstream offers a radical, achievable and essential means towards global economic rebirth.

Led by the principles and examples set forward in the WEF report *Towards the Circular Economy Volume 3: Accelerating the scale-up across global supply chains* (prepared in collaboration with the Ellen MacArthur Foundation and McKinsey & Company), Project Mainstream 'will leverage the convening power of the World Economic Forum and bring together a group of business leaders capable of triggering widespread innovation and employment,' according to Dame Ellen MacArthur, founder of the eponymous Foundation at the launch of the initiative. 'It is about going beyond the concept stage; it's about turning proven potential into an economic reality,' she says.

Two earlier *Towards the circular economy* reports from McKinsey & Company for the WEF and Ellen MacArthur Foundation helped define and make the case for a circular economy, paving the way for Project Mainstream's accelerated approach. It is important to note that RSM research underlies all three reports.

McKinsey & Company, the WEF and the Ellen MacArthur Foundation worked with Professor Michael Braungart, Douglas Mulhall and other researchers active in the Cradle to Cradle Academic Chair for Innovation & Quality at RSM (as well as Braungart's Hamburg-based Environmental Protection Encouragement Agency EPEA) to 'get the science right so business can get the economics right' according to Mulhall, with regard to the transition to a circular economy.

No longer linear

What is a circular economy, then? First, consider what it is not: it is not the so-called "linear", take-make-waste economy that has been the dominant global model since the beginning of the Industrial Revolution. The linear model depends upon vast amounts of cheap and easily accessible resources and energy to create consumer goods with a relatively short lifespan, which are discarded in favour of a newer, more desirable model.

The circular economy, on the other hand, 'refers to an industrial economy that is restorative by intention; aims to rely on renewable energy; minimises, tracks, and hopefully eliminates the use of toxic chemicals; and eradicates waste through careful design,' according to the Ellen MacArthur Foundation website.

The circular economy provides an entirely different lens, with no beginning or end: the design of products is the start of a materials flow in which the materials are ultimately put back into the economy. 'Ultimately that leads you to decouple growth from material restraints,' said Dame Ellen MacArthur. 'To put it into perspective, the whole consumer goods economy is worth US\$3.2 trillion globally, but currently we only recover 20 per cent; US\$2.7 trillion is lost to the economy because our industries are not designed so that we can recover those materials.'

Circular solutions

How, then, will business move forward into a circular economy? What are the solutions that will create the transformation? The report *Towards the Circular Economy Volume 3: Accelerating the scale-up across global supply chains* outlines a systematic approach that rests on three key, intertwined actions that if carried out on a global scale will accelerate the shift:

1) Set up global reverse networks for products and components. Businesses must make the best decisions, guided by experts, into how to downcycle or upcycle components – reuse, maintenance, refurbishment and remanufacturing are all part of this consideration.



“...it's about turning proven potential into an economic reality.” Dame Ellen MacArthur.

2) Reorganise and streamline pure material flows. This is the easiest place to start Project Mainstream acceleration, suggests the WEF report, because materials are the greatest common denominator across industries and geographies, with paper and cardboard, glass, PET and metals already recycled.

Over the 24-month duration of Project Mainstream, certain "signature materials" will be the focus for global acceleration to a circular economy: the "Golden Oldie" category of paper and cardboard (already collected and traded in large quantities); the "High Potential" category of polymers, with an aim to reduce toxic additives and improve recyclability; "Rough Diamonds" which include recovered CO₂ that could be used for materials currently dependent upon oil; and the "Future Blockbuster" of materials that will be used in 3D printing.

3) Innovate business models on the demand side. Among the most-cited examples currently are "access over ownership" business models. Philips' ▶

I WILL START THE
REVOLUTION THE
PLANET NEEDS

Peter Bakker, Dutch
President World Business Council for
Sustainable Development

“If you embrace the circular economy, the whole issue of climate change and the issue of constraint of resources becomes a great opportunity for all involved...”

Feike Sijbesma, CEO, Royal DSM, and Distinguished RSM Alumnus.

“pay per lux” model, in which light becomes a service, is one of the frontrunners. Access and/or sharing over ownership is positioned to become one of the future’s most important business models, already seen in companies such as Greenwheels, Airbnb and LiquidSpace. Consumers can expect to lease their high-end washing machines and dryers in the near future.

Global collaboration

Clearly, the initial 24-month scope of Project Mainstream is a tight timeframe for transformational change. Throughout this period, the WEF and Ellen MacArthur Foundation will provide their multi-stakeholder community of “Circular Economy Champions” – the Circular Economy 100 or CE-100, drawn from companies, governments, civil society and academia – with ‘a platform for collaboration at a pre-competitive stage across industry, regions and sectors, co-designing a process to enable systemic change.’

BAM, Cisco, Coca-Cola, Desso, DSM, Kingfisher, M&S, Philips, Heineken, Ikea, H&M, Veolia and Ricoh are some of the companies that are part of the CE-100 programme, which provides support to business in quickly scaling-up their circular economy knowledge and practice.

A library of latest best-practice cases, two-day “Acceleration Workshops” held twice yearly, and a six-week online executive education model designed to take on six people per organisation per year, help companies build capacity and make a swift transition to a circular economy model.

DSM: early adopter

The circular economy is already being deployed by some of the most innovative companies in the world, including Royal DSM, winner of the 2013 Erasmus Competition and Innovation Award. In

the launch video for Project Mainstream, DSM CEO Feike Sijbesma – RSM Distinguished Alumni Award recipient, EUR alumnus and former RSM Advisory Board member – was one of two business leaders who joined Dame Ellen in introducing the initiative.

With characteristic enthusiasm, Sijbesma said the circular economy fits perfectly with DSM’s business model and vision, and described how businesses that take on a circular perspective can turn today’s gloomiest and most frightening global issues into opportunity. He suggested that as a society we’ve been conditioned to feel a kind of powerlessness around such high-pressure concerns as climate change and scarcity of resources.

‘There are NO scarce resources in the world,’ he countered emphatically. ‘Except for helium, every other molecule and atom remains on this planet. That’s the good news. This planet IS a circular system.’

DSM has been rethinking its business model and is now engaged in two large-scale circular economy projects: one is to reclaim the CO₂ currently in the atmosphere and use it as a raw material. Another DSM project is to reclaim the astonishing 50 per cent waste from the US agricultural industry. ‘We take waste from the agricultural industry and upgrade it into fuels and other materials instead of burning it,’ Sijbesma said. ‘If you embrace the circular economy, the whole issue of climate change and the issue of constraint of resources becomes a great opportunity for all involved – it’s nothing to be afraid of.’

For more information about Project Mainstream, visit: [WEB www.weforum.org/issues/circular-economy#mainstream](http://www.weforum.org/issues/circular-economy#mainstream)

I WILL LOOK BACK
AND SMILE

Sarvesh Kashyap, Indian
Alumnus, MBA14



WHY THE CIRCULAR ECONOMY IS A CRADLE TO CRADLE ECONOMY

RSM's Cradle to Cradle Chair for Innovation and Quality – the only one of its kind in the world – places the faculty members behind it, and the school as a whole, right at the very heart of the global drive towards a circular economy.

Story by Lesa Sawahata

The drive towards a circular economy promises innovative new business models, products and services; creation of new jobs; and a saving of US\$500 million in materials while preventing 100 million tonnes of waste globally.

While the Ellen MacArthur Foundation credits several schools of thought as being important to the circular economy, it is clear that Cradle to Cradle (C2C) – the groundbreaking design protocol developed in the early 1990s by German chemist and visionary Professor Michael Braungart with American architect Bill McDonough and presented in the book *Cradle to Cradle: Remaking the way we make things* – is the concept at the heart of this literally earth-shaking economic model.

'This design philosophy considers all material involved in industrial and commercial processes to be nutrients...The Cradle to Cradle framework focuses on design for effectiveness in terms of products with positive impact,' says the Foundation website. In using nature's "biological metabolism" as a model for a "technical metabolism" flow of industrial materials, 'product components can be designed for continuous recovery and reutilisation as biological and technical nutrients within these metabolisms.'

Circular economy DNA

'The engine of the circular economy is Cradle to Cradle thinking,' says Professor Michael Braungart, Academic Chair, Cradle to Cradle for Innovation and Quality of the Department of Technology and Operations Management at RSM (The RSM Chair, supported by the Stichting Rotterdam Sustainability Initiative, is the first Academic Chair in C2C in the world.)

'For years business asked us about the link between the circular economy and Cradle to Cradle,' he says. 'The WEF publication and project describe a circular economy based on Cradle to Cradle methods for material management.'

'In 2011, our group received a request from Dame Ellen MacArthur to take a full three-day training in Cradle to Cradle,' says Douglas Mulhall who is also active within the EPEA – the commercial side of C2C, which works directly with business. 'You can see that training really came to the fore in the *Towards a circular economy* publications – Cradle to Cradle is the foundation of each of those reports. Presently, the circular economy has clearly adopted C2C material flows,' he says, noting that C2C and/or EPEA research are cited no less than 11 times in the WEF publication. 'That speaks for itself,' he says. ▶



“The engine of the circular economy is Cradle to Cradle thinking.”

Professor Michael Braungart, Academic Chair Cradle to Cradle for Innovation and Quality.

Getting it right

At its core, C2C is a value proposition for improving the quality of processes, products and systems. Professor Braungart and his team focus on quality as a value proposition, in a practical philosophy where research and commerce, academic and business concerns, are integrated and not separated: ‘Interdisciplinary approaches based on commercial realities,’ says Douglas Mulhall, who combines research positions at RSM and the Delft University of Technology with project development for the EPEA.

While C2C is sometimes identified with sustainability, the purpose has actually always been to support positive economic impacts of companies. ‘Look at companies like Carlsberg, Puma, Nike,’ he says. ‘They aren’t using C2C to

be sustainable, they are using it for business. The ecological and health benefits have become a value proposition.’

The challenge is that many companies focusing on traditional sustainability don’t integrate material science or quality into their business cases. Materials quality is a defining link in value chains that enable a circular, C2C economy. ‘In order to have a successful circular economy it is important to integrate material science,’ says Mulhall. Too often the business case omits added value from materials innovation. If the science isn’t right, the business won’t be right – a situation described in C2C terms as “getting the wrong thing perfectly right”.

One example is where companies design automotive tyres to be more durable and to last longer – on the surface, a sustainable proposition. But they got the material science wrong, resulting in potential liability. ‘The drive for durability resulted in using nano particles that wear off into the environment where billions of bicyclists are using their lungs as a filter, and that is not a good business case,’ says Mulhall. ‘A good business case would be to have a tyre in a service concept, where the biologically compatible part wears off, you take the rest back, you retread it with biological nutrients, and then you have your healthy business case. That’s why you have to consider the materials science before you consider the business case.’ Studies show customers will buy something they know is good for them, and more of them are ready to pay for that kind of quality.

It is also why *Towards the circular economy: accelerating the scale-up across global supply chains* represents a truly significant guideline for business. In the case of each of the earlier McKinsey & Company reports, the RSM Cradle to Cradle Academic Chair was brought in after the framework for the report had already been created, with a request to do a final C2C quality assurance.

The challenge was a game of catch-up; what Mulhall describes as ‘reverse engineering some

of the work to make sure that at least the basic C2C quality assurance was achieved’.

Fortunately the approach was largely successful and with this latest report, Prof. Braungart and his team made material science a highly visible part of the circular economy. As they continue to work with the WEF, the Ellen MacArthur Foundation and the global companies that are part of the Circular Economy 100 (CE-100), the team will enable business to understand, support and deploy “the right science”.

C2C at RSM

Why is RSM the first institute in the world with a sponsored Academic Chair in Cradle to Cradle? ‘It’s simple,’ says Prof. Braungart. ‘In Europe there is not one business school more respected than RSM and if we don’t show that Cradle to Cradle makes sense for business, it just becomes a little anecdote. That’s why we had to be here.’

The academics and alumni of RSM have also been a factor. For example, the school’s historical strength in the area of global supply chain management: it can be said that, if C2C is in the DNA of the circular economy, then RSM is in the DNA of C2C. Specifically, the C2C material flows underlying a circular economy go back to the pioneering work of the late RSM Professor Jo van Nunen in the area of closed-loop supply chains. ‘Jo van Nunen had been doing groundbreaking reverse supply chain management, and that was the first anchor for me here at RSM,’ says Braungart. ‘He was generous and just so honourable and sincere.’

And then there was the daring move of RSM alumnus Stef Kranendijk, former CEO of the Desso Group, who proclaimed in 2008 that, by 2020, the flooring company would have a 100 per cent C2C business model. Current Desso CEO Alexander Collot d’Escury continues to drive the C2C agenda at the company and is a leading contributor to the WEF reports.

‘Stef has been the real champion of C2C, and I can’t tell you how much I admire him,’ says



“ In order to have a successful circular economy it is important to integrate material science.”

Douglas Mulhall, senior researcher at the Academic Chair Cradle to Cradle for Innovation and Quality.

Braungart. ‘Immediately after we met he said, “I will change the whole company” – and he has been a driving force of the circular economy, showing that Desso could increase its market share in some markets from 16 per cent to 40 per cent in two years.’

Shifting mindsets

The Desso case points to a key shift in mindset essential to C2C/circular economy thinking: the eco-paradigm-busting idea that healthy consumerism is a good thing. More quality is better, and having a bigger, healthier footprint creates more positive change faster. This is the shift from efficiency thinking – reducing bad chemicals, using fewer resources, or what Prof. Braungart describes as the ‘the sad agenda in which sustainable development is defined as not compromising the needs of the future’ – to effectiveness thinking.

Effectiveness uses quality as a value proposition to integrate ecological and cultural factors into the circular economy, like innovative materials which can later be upcycled into nutrients are used to make desirable products that people want, and can afford. ‘The customer becomes your friend, and the more they buy, the faster you can change your company model,’ he says. ‘The customer becomes your change agent, so buying becomes a good thing.’ ■

More information on the activities of the Cradle to Cradle Chair for Innovation and Quality can be found at [WEB www.rsm.nl/c2c/](http://www.rsm.nl/c2c/)



A HOLISTIC APPROACH TO EDUCATION

In May, a unique symposium organised by RSM discussed the importance of teaching such values as compassion, love, justice and forgiveness in education. The guest of honour at the event was His Holiness the Dalai Lama.

Story by Nicola Chadwick

In 2008 the world was shaken up by an economic crisis – a wake-up call to change the way we do business. At the same time, humanity faces increasing environmental challenges. In a finite world, business systems based on a linear model are no longer sustainable. Similarly, current Western education systems focus on a one-way transfer of knowledge from teacher to child. But because we've been so focused on educating the head, we have ignored what really motivates us to become successful and fulfilled human beings.

Our fast-changing world calls for new skills and that requires a more holistic approach to education. The challenge is to explore new ways to develop innovative and inclusive education, which nurtures creativity, collaboration, self-esteem, excellence and sensitivity.

On 12 May, RSM organised the symposium Education of the Heart, which was attended by Nobel peace laureate, His Holiness the Dalai Lama. Since the mid-1980s, the Dalai Lama has talked with scientists in many fields on subjects such as creating a more compassionate society and sustainable economy.

His vision on education formed the inspiration for the symposium: 'My hope and wish is that, one day, formal education will pay attention to what I call education of the heart. Just as we take for granted the need to acquire proficiency in the basic academic subjects, I am hopeful that a time will come when we can

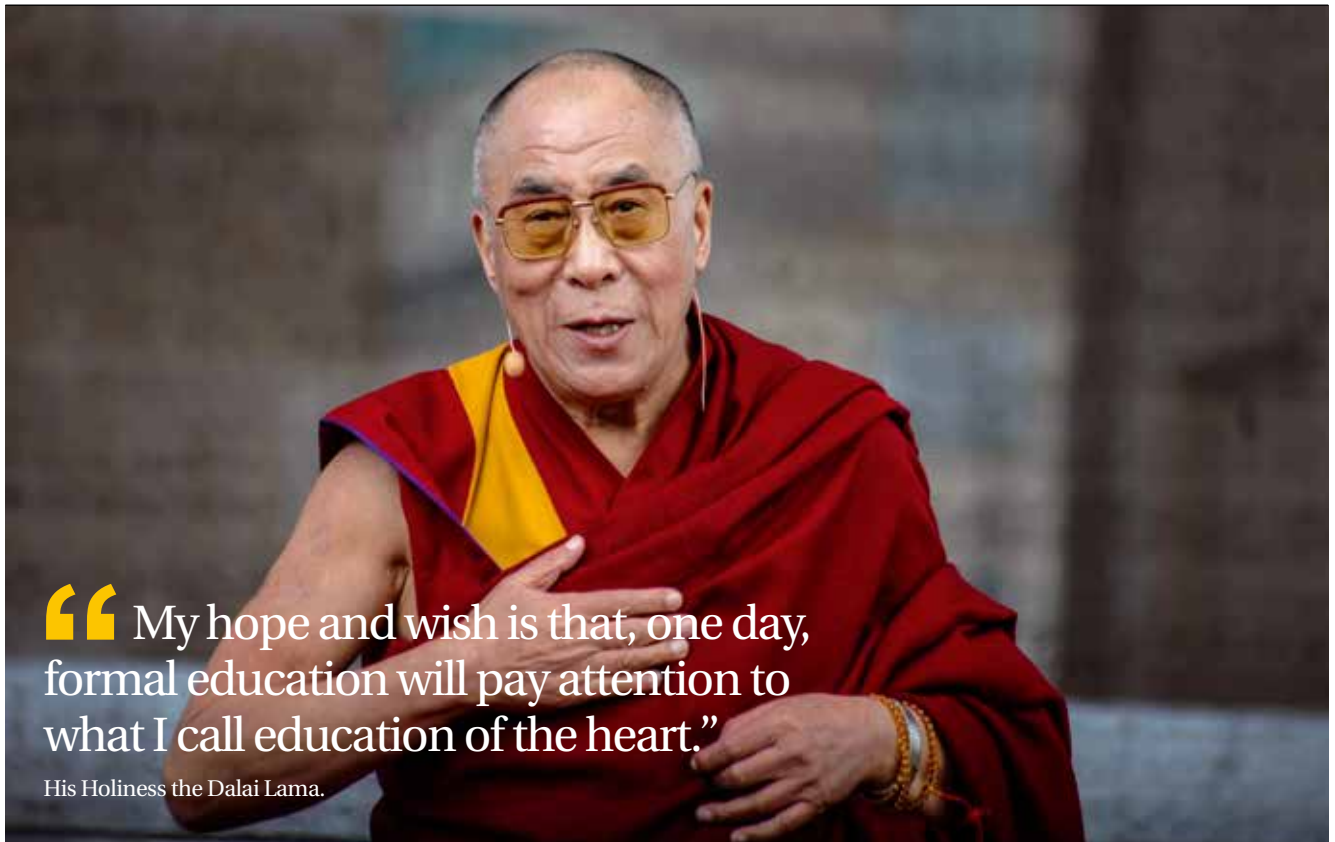
take it for granted that children will learn the indispensability of inner values such as love, justice and forgiveness.' (taken from *Beyond Religion*, 2013).

The Dalai Lama has been to the Netherlands before. Sander Tideman, who is associated to RSM as researcher, met him in India many years ago. He is also one of the people responsible for the Dalai Lama's programme during the trip. So when it was announced that the Nobel laureate would be visiting Rotterdam, Sander asked RSM to organise the symposium at Erasmus University Rotterdam with other educational parties.

Professor Rob van Tulder seized the opportunity. Fifteen years ago, he set up the Business-Society Management Department at RSM. He is convinced of the need for a transition in education and business, which supports sustainability principles and social responsibility. In his session on higher education, he examined the link between corporate responsibility, globalisation, human skills and learning. His book, *Skills Sheets*, already applies the envisaged holistic methods. It outlines an integrated approach to research, study and management and is used by an increasing number of universities.

The symposium explored many forms of 'alternative' education, which unleash deeplying incentives in people, such as passion, vision, responsibility and care. One technique for this is mindfulness, which is about connecting with your inner space and having greater awareness of your senses.

Child psychiatrist Dan Siegel, the first keynote speaker to address the symposium, told us how mindfulness can help adolescents through puberty by connecting with their gut feeling. It is a technique which can be invaluable



“ My hope and wish is that, one day, formal education will pay attention to what I call education of the heart.”

His Holiness the Dalai Lama.

when you encounter a personal crisis in your life, like a burnout or a breakdown. But it can also be used in organisations to achieve change, to motivate teams and to inspire better practices. In fact, crisis is often the trigger for change.

Up to now education has been about scoring high grades, but this kind of extrinsic motivation does not always make someone successful. In his presentation, speaker Richard Gerver, who turned a failing school in the UK into an internationally acclaimed learning environment within two years, cited the story of Gary who left school with no academic qualifications, but whose intrinsic motivation led him to set up a successful business.

Similarly, there's more to life than making money. Money is a means to living our lives, an extrinsic motivation, but not the goal itself. People are not simply rational beings; we are social animals with hopes, fears, aspirations and relationships. In business, the time is ripe for change. Business is not just about making profits – it's about achieving societal goals. Once motivation becomes intrinsic again, people in

organisations will be better equipped to make change happen.

The programme had an interactive character with group dialogues covering many “inspiring practices” with children, students, teachers and professors of different disciplines. One of the aims is to develop vertical co-operation between all levels of education. ‘If we are serious about implementing integrated education at our schools and universities, we should trust children to indicate what works for them,’ says Eva Rood, Project Leader, EUR Sustainability Work Group and Co-director, Erasmus Centre for Eco-Transformation.

At the end of the symposium, participants could sign a charter for education of the heart in primary, secondary and higher education. The charter will be a starting point for further discussions at RSM and Erasmus University Rotterdam on implementing “Education of the Heart” throughout the campus – and hopefully across the Netherlands.

As the late Nelson Mandela said: ‘Education is the most powerful weapon which you can use to change the world.’ ■

This article was written before the symposium took place, and any assumptions about what speakers will be saying is based on presentations they have given previously.

A driving force FOR GOOD

To help stay abreast of and be responsive to the dynamic changes that affect business and society, RSM draws on the expertise and experience of leaders from industry and the public sector. Collectively, they form the school's Advisory Board. Here, Russell Gilbert, Managing Editor of *RSM Outlook*, talks to one of the newest members of that sagacious body of advisors.

Story by Russell Gilbert

Dieter Wehe is Inspector General of Police for the State of North Rhine-Westphalia, Germany's most populous state. With roughly 17.5 million residents and covering a geographical area of 34 million km² it is, broadly speaking, comparable to the Netherlands in population and size.

At first glance, one may wonder what a chief of police, particularly one serving outside of the Netherlands, can offer a business school based in Rotterdam. Before putting that question to him, let me introduce you to Dieter Wehe.

In his capacity as Inspector General, Wehe is involved in top-level decision-making in matters relating to operations and the management and leadership of the North Rhine-Westphalia police force.

As chairman of the national working committee of International Police Missions, he collaborates closely with the German Government to establish common approaches for the successful assignment of German police officers in peacekeeping missions.

Wehe was head of the management, organisation and economic directorate at the National Police College from 1998 until 2002. He was also an expert member of the internal affairs committees of

Brandenburg state in 2003, and the German federal parliament in 2008. Additionally, he is on the board of trustees of the German Police University in Münster, and has written for numerous publications on the subject of police management.

Russell Gilbert (RG): What attracted you to a career in the police force?

Dieter Wehe (DW): I have been fascinated by the police force ever since I was a child. When the time came to make career choices, I decided to apply for a position with the North Rhine-Westphalia Police Service and started my training in 1970. After graduating from the police academy I first worked as a patrol officer in Cologne and then joined a police unit. Later on I decided to pursue a career in police management.

RG: What are your key professional responsibilities?

DW: I have been Inspector General of the North Rhine-Westphalia State Police since 2002. In this position I'm jointly responsible for providing guidance on the strategic decisions

of the organisation. This includes responsibilities in operational police work, management and leadership, traffic safety and international police missions. As a member of the board of trustees, I had the chance to see the German Police University change and develop from its former function as a vocational college for management staff.

RG: What key challenges must be addressed if policing is to be effective in the future?

DW: While the general conditions have changed, we have to maintain the high quality of our work. At the same time, however, we're on a tight budget. Germany's economy is doing well, but the police sector has to live with the fact that there is less money available. This means that the budgets have to be used effectively and efficiently so we can still offer ideal career opportunities and have access to the latest technology. This is very demanding for staff as well as for senior officers.

Co-operation is very important in this regard, as is learning from successful concepts used in the commercial sectors. For the citizens of Europe, the opening of the borders and the development of unlimited communication options are great gifts. At the same time these developments are open to new threats by way of criminal activities. To combat them, new ways of fighting crime and increased international co-operation are required.

The population of Germany is growing older and at the same time it's more mobile, thus new traffic concepts are necessary. Increasing tendencies towards violence

are a challenge, too. Attacks against police officers occur more frequently. These happen during disturbance calls as well as at events such as football matches where hooligans attack police officers.

Internationally, police forces – now and in the future – have the task of helping in conflict areas with the rebuilding and restructuring of rule-of-law police forces that are founded on democratic principles. Whenever people can't live in peace and dignity they seek shelter in other countries. This can lead to an influx of refugees, which may cause problems in Europe and allow organised crime to thrive.

Such things can only be prevented if police forces help contribute towards improving living conditions, so that people can see good prospects for the future in their home countries.

RG: How does a high-ranking German police officer become involved with a Dutch business school?

The police service is part of our society and must not shut itself off. We expect our senior staff in particular to keep themselves up to date with the latest scientific findings that have relevance to the job of policing and that they take these into consideration in their decision-making processes. During my time at the German Police University I ensured that close contact with other institutions was always maintained.

My faculty consisted of psychologists, social scientists, business economists and police practitioners. I suppose you could say that it was always important to me to achieve an interdisciplinary connection. I'm certain that many factors that work



“...business schools have a highly important role to play in society.”

in an economic context also work for the public sector. It stands to reason to look for co-operative effort.

On the academic side, the first contact with RSM took place in 2002 in connection with a research project on the processes of change. This co-operative venture, managed on the RSM side by Gabriele Jacobs (Associate Professor at the Department of Organisation and Personnel Management), was the starting point of a successful economic liaison between RSM and the police university. Since then the German police force has been involved in a number of research projects with RSM. ▶

I WILL MOVE
BORDERS

Aouatif Tawfik, Dutch/Moroccan
Alumnus, EMBA 2013

I WILL EMBARK ON LIFE'S
ADVENTURE AND SAIL
THE SEA OF BUSINESS



“... I hope I can provide a valuable contribution to the expertise of RSM.”

RG: What are your thoughts on the role and value of business schools in society today?

DW: During the financial crisis we saw that corporate social responsibility and ethical leadership are badly needed. From my point of view, we as police officers realise very quickly what poverty can do to people. Thus business schools have a highly important role to play in society.

However, please let me make an observation from my specific role as a police officer. I believe it's important that scholars at business schools consider topics that affect society daily. Here I am talking about issues like violence and insecurity, unethical practices, environmental destruction, prejudice, migration, and the gap between rich and poor. These are pressing societal topics and business schools should never neglect them in their research agendas.

RG: As a member of its Advisory Board, what do you feel that you can contribute to RSM?

DW: I think that a reliable domestic security situation is a precondition for a working economy. As a police officer I am familiar with making important decisions while having only limited access to information. With this skill, and with my experience in the areas of politics, public services and security, I hope I can provide a valuable contribution to the expertise of RSM. My non-commercial viewpoint may also offer the opportunity to broaden the perspectives of the RSM Advisory Board.

RG: And do you think that RSM can give you anything back in return?

DW: Crime and crises are no longer limited to local or national borders, but often occur on a pan-European or even global scale. Security is a global challenge and needs local answers, with a strong pan-European, transnational, co-operative approach. As the public sector is faced with serious budget cuts and a simultaneous rise in societal expectations, we need to do more with less.

These are important challenges, and we can find smart solutions by working with management scholars who are experts at developing international co-operation, inter-organisational knowledge sharing, and by creating synergies between different stakeholders in the field of public safety.

RG: And finally; who is Dieter Wehe when he is out of uniform?

DW: A police officer is always on duty. Well, this is of course not entirely true. But similar to many other professions of responsibility, private interests frequently have to be put on hold. I am not prepared to compromise on some activities, though. I am heavily involved in a charity project called Lachen-Helfen e.V (translated: "Laughing-Helping"). This organisation was founded in 1996 by members of the German Military and Police who were deployed to a peace support operation in Croatia. During their tour of duty they were confronted with a lot of children who were traumatised and suffering. Ever since then Lachen-Helfen e.V collects donations and organises care projects for children in post conflict areas. ■

RG: Thank you very much.

More information about the support organisation Lachen-Helfen e.V can be found here: [WEB www.lachen-helfen.de](http://www.lachen-helfen.de)

A group of five business professionals (three men and two women) in professional attire are standing outdoors in a city waterfront setting, possibly Rotterdam, with modern buildings and a bridge in the background. They are engaged in conversation and smiling.

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ROTTERDAM SCHOOL OF MANAGEMENT
ERASMUS UNIVERSITY



CARING ABOUT THE EFFECTS OF FINANCIAL CRISES

In his recent inaugural lecture, RSM Endowed Professor of Financial Markets, Mathijs van Dijk, spoke at length about the consequences of financial crises on society. Here he explains the motivation behind his research and why he finds the world of finance so fascinating.

Story by Bennett Voyles

Money plays an important role in most lives, yet financial scholars tend to be curiously disengaged from the practical consequences of financial disasters.

Eighteen months ago, after his appointment as full professor, Mathijs van Dijk decided he wanted to change that and started working on topics that deal with broader concerns than pure finance: in his latest research, he has found a clear link between financial crises and human health and social well-being.

The idea for the paper, *The social costs of financial crises*, came to him while doing more traditional research on what he calls “liquidity black holes” – those moments when financial markets freeze. After looking so closely at the causes of crises, he wanted to examine their effects on society at large.

Understanding adversity

Like a meteorologist studying the impact of extreme weather, the economist looked at 187 banking crises in 126 countries from

1970 to 2009, and found even stronger correlations than he expected between financial crises and indicators of public health and social well-being.

A Wall Street wheeler-dealer jumping out of his window may be the most recognisable symbol of the impact of a crash, but the 40-year-old scholar found that the suffering is much more general. His research showed that, on average, life expectancy falls by about nine months in the six years after a crisis begins. Some important social metrics suffer as well. For example, the birth rate falls by 5.5 per cent, but births to adolescent women rise by 4.5 per cent. Primary school enrolment decreases 3.5 per cent in those first six years.

But the biggest impact of crises falls on those least able to bear it. ‘The strongest effects that I find are for the poorest countries in my sample. If you talk about life expectancy, we’re not really talking about the Netherlands,’ he says.

In the 40-year span he studied, the average country suffered 1.5 banking

crises. As the average crisis lasts for almost four years, this meant that the average country has spent more than five of the last 40 years coping with a major financial disaster. And Van Dijk anticipates that, despite advances in economic understanding, such crises will continue. ‘I don’t have very big illusions that we can come up with policies that will dramatically decrease that frequency. I think that financial crises are kind of a fact of life if you’re living in a capitalist system, and they can be devastating,’ he says.

What might be possible, however, is to use the correlations he found to modify government policies in the aftermath of a





“...financial crises are kind of a fact of life if you’re living in a capitalist system, and they can be devastating.”

crisis. A crisis tends to reduce the amount of money governments and individuals have to spend on everything, he notes, including health care. ‘That’s hard to get around. But I think there is room for making better choices in, for example, where to cut the budget if a budget cut is necessary,’ he says.

The big picture

This latest paper has taken Van Dijk full circle back to his beginnings as an undergraduate at Erasmus University Rotterdam in the 1990s. ‘Basically, what triggered me to start my undergraduate studies in econometrics was that I liked the technical aspects, the math and

statistics, but I was interested in the macroeconomic questions regarding, for example, unemployment. I thought if you could understand what the driving forces of unemployment are, and what you could do to mitigate unemployment, that would be really interesting.’

Later, finance attracted him, he says, because the econometric tools he had learned worked better in financial markets – instead of macroeconomic data that are generated annually or by quarter, financial markets generate constant streams of data. ‘If you look at the stock markets, stocks are traded every millisecond and there’s data on all of that, so the techniques that I learned during my

studies are much more powerful in the setting of financial markets.’

But if Van Dijk’s return to social concerns is partly personal, it also reflects a larger shift he has seen among finance scholars since the crisis.

‘Before the crisis they were a little more narrow-minded and focused on more academic issues but now, since the crisis, it’s very clear that finance, financial markets, banks really matter for the economy and for society,’ he says.

At the same time, there is more humility now about their own ability to design models that can forecast such events. ‘I think there’s much more openness now to talking about what the limitations are and why certain things are very hard to predict or hard to measure,’ he says.

But even if economic cycles can’t be abolished, Van Dijk hopes their worst effects can be mitigated once those effects are better understood. ‘Personally, I think the system is the best that we have economically speaking and this is just one of the consequences... I think my research could help us eventually improve our understanding of what we can do once there is a crisis to not make the effects be so huge,’ Van Dijk says. ■

Readers can download Prof. Van Dijk’s paper *The social costs of financial crises* at: [WEB http://ssrn.com/abstract=2278526](http://ssrn.com/abstract=2278526) [WEB www.rsm.nl/people/mathijs-van-dijk/](http://www.rsm.nl/people/mathijs-van-dijk/)

UNITED FOR SUCCESS

Companies, alumni and students can now expect an even higher level of service when it comes to their corporate needs. Welcome to RSM's CCAR department. **Story by** Rebecca Morris

For nearly three decades RSM had five departments managing the needs of its corporate partners, alumni and students seeking professional development. Corporate Relations managed the school's corporate partners; two independent alumni departments catered for its MBAs and BSc/MSc graduates; two career services departments, the professional development of its MBAs and BSc/MSc students. But with the synergies between these teams and the potential benefits they could yield for companies, students and alumni becoming ever clearer – all five have undergone a transformation.

Now these teams will be united under one umbrella department. RSM's new Careers, Corporate and Alumni Relations (CCAR) department will further professionalise the level of service offered to companies, alumni and students by RSM, with everything from new products and services to more streamlined processes via which clients can access the opportunities available.

'Integrating the teams is about enabling us to co-operate more easily,' says CCAR Director Joep Elemans. 'It's

about gaining the deeper involvement and stronger commitment of our alumni, students and corporate partners and, ultimately, a stronger sense of belonging to the RSM community.'

Why combine?

Companies approaching RSM in the past could expect an outstanding service but from a variety of teams specialised in meeting different requests. In 2008, under the leadership of Theo Backx and Connie Tai, three of these departments merged: MBA Alumni Relations, BSc/MSc Alumni Relations, and Corporate Relations, forming the Corporate and Alumni Relations (CAR) department.

The department immediately began setting a precedent for what could be achieved from deeper collaboration. But two more departments needed integrating, a task that would be led by Joep Elemans.

Elemans joined RSM as joint director of MBA Career Development in 2009 while completing his EMBA. At the time of his arrival, career development operated in two independent units – MBA Career Development and Career Services (BSc/MSc).

'It was time to further develop what they had started,' says Elemans. 'The two careers departments had information to share and strengths to leverage. Both departments were regularly in touch with CAR for help finding alumni and/or corporate partners. Completing this triangle through integration was obvious.'

Elemans initiated a monthly lunch meeting between MBA Career Development and Career Services (BSc/MSc). Within weeks these meetings spawned several developments such as the creation of a shared job platform (RSM Job Board), which enables companies to reach both pre- and post-experience students, and alumni, with just one posting. The first combined recruitment fair was held in 2013 during Star Management Week, where companies could interview and recruit both MBA and MSc students.

Meanwhile CAR was inaugurating a growing number of annual school-wide events open to all alumni and corporate partners, including Green Day, the Energy Forum and the RSM Leadership Summit.

How will it work?

Companies and alumni can contact CCAR for anything from students for internships to organising an event or speaker for a presentation. With a panoramic perspective of the opportunities available throughout the school, CCAR is in a position to ensure their clients are aware of every possibility. And with increased cross-team collaboration as well as plans

to develop a host of new products and services, more possibilities are a given.

For students, integration offers clear benefits. More information sharing and the leveraging of different teams' strengths means enhanced career development for all students – and a higher level of job readiness than ever before. A combined recruitment fair means exposure to more recruiters.

The alumni community also stands to gain as joint alumni events will provide more networking and knowledge-sharing opportunities. A new, shared platform called Campus Groups – currently being used by MBA alumni – will soon be rolled out across all alumni chapters, making communication easier. Tailored fee-based services will be made available for all alumni and corporate partners, while new services and events will be introduced. A major initiative to renew the RSM Fund will provide alumni with new ways to give back. 'It is all building on the feeling of belonging to the RSM family,' explains Elemans.

Key to success

Much still needs to be done. An important first goal of CCAR is to broaden external recognition of its services.

But even with integration still a work in progress, the merger takes RSM that much closer towards the realisation of its strategic vision. With public funding set to continue to decline, RSM will need to rely more heavily on funding from corporate partnerships and alumni. This



“ It is all building on the feeling of belonging to the RSM family.”

Joep Elemans, Director, Careers, Corporate and Alumni Relations.

merger is the beginning, says Elemans, of the virtuous cycle that will be the key to the school's success in the long term.

'Students who get the best professional development thanks to alumni and

corporate partner participation are more likely to become successful alumni who will, in turn, be inclined to give back to the school. And this is what the success of RSM depends on.' ■

FORTHCOMING EVENTS



Ongoing JOIN RSM FOR DINNER – WORLDWIDE!

Did you know local alumni are invited to join the social get-togethers at MBA international study trip destinations? These events are a great opportunity to get news directly from RSM, meet future alumni and connect with RSM staff and faculty. *Make sure you're connected to your local chapter at* [WEB www.rsm.nl/alumni-world-wide-events](http://www.rsm.nl/alumni-world-wide-events), or contact *Meta Mikec in the Alumni Relations Office* [MAIL mmikec@rsm.nl](mailto:mmikec@rsm.nl)

3 June GENDER- BALANCED LEADERSHIP

RSM will host a thought-provoking and interactive event

exploring gender-imbalance issues and challenges women encounter in business from 16:00-18:00 on Tuesday, 3 June in Amsterdam. Why do companies with women in top-level positions tend to do better than others? Dianne Bevelander leads the discussion for professional men and women in the Viñoly building in Amsterdam's Zuidas district. This is the third event in the RSM Erasmus Business Series. *For registration details*

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



5 June WATER, COMMERCE AND THE DUTCH

EUR has invited author and former director of the John Adams Institute in Amsterdam, Russell Shorto, to present this year's Mandeville Lecture, from 16:00

to 17:30 on Thursday, 5 June. Shorto's books on the history of the Netherlands have been translated into 14 languages. He will present 'The Advantage of Threat: Water, Commerce and the Dutch' in this honorary lecture, which is a token of appreciation for his significant social achievements.

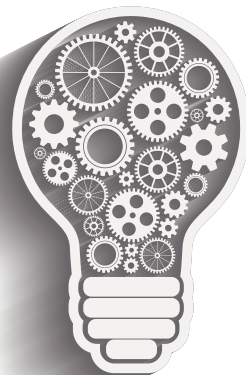
[WEB www.mandevillelezing.nl](http://www.mandevillelezing.nl)



5 June SUPPLY CHAIN AFFINITY GROUP LAUNCH

RSM's newest industry-specific Alumni Affinity Group gets straight to work with its first seminar from 17:00 on Thursday, 5 June in J-building on RSM's Woudestein campus. Speakers are Jaro Caban of Cargill talking about best practices and challenges, and PhD candidate Stefanie Protzner on integrated business planning models. The evening concludes with an informal networking reception with other supply chain professionals and supply chain students. *Register at*

[WEB www.rsm.nl/affinity-groups](http://www.rsm.nl/affinity-groups) or contact *Irene Kroon* [MAIL ikroon@rsm.nl](mailto:ikroon@rsm.nl)



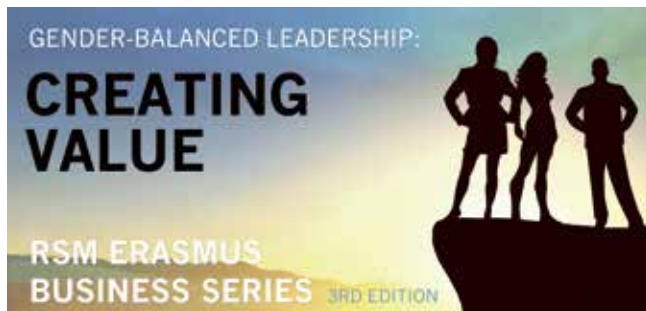
19–20 June “ALL- STAKEHOLDER” PERSPECTIVE FOR ERASMUS ENERGY FORUM

An impressive list of world-class thinkers, academics and business leaders are confirmed as speakers at the third annual Erasmus Energy Forum on Thursday, 19 and Friday, 20 June 2014, which will address three major themes from the perspectives of all stakeholders. Thursday's "Business Day" in Rotterdam is followed by the academic part of the forum at EUR on Friday, 20 June.

[WEB www.rsm.nl/energyforum](http://www.rsm.nl/energyforum) or contact *Larissa Wiltenburg* [MAIL lwiltenburg@rsm.nl](mailto:lwiltenburg@rsm.nl)

20 June WELCOME TO OUR NEW READERS...

This will be the first issue of *RSM Outlook* for the Global





OneMBA Class of 2014 when they graduate on Friday, 20 June. Congratulations to them and to all graduates joining the RSM alumni network this year! Don't forget you can read this magazine on the *RSM Outlook* app for Android and iOS devices, which you can download free from the Google Play and Apple App stores, or find us online at [WEB www.rsm.nl/outlook](http://www.rsm.nl/outlook)

21 June

DO YOUR COLLEAGUES NEED AN MBA?

Would any of your colleagues benefit from joining an RSM MBA programme? Send them

along to our MBA Open Day on Saturday, 21 June from 11:00 to 15:00 in Rotterdam. We've organised presentations on topics relevant to the global business landscape to demonstrate the RSM experience, and an alumni panel will share their stories of life during and after their MBA, followed by an informal networking event.

Contact **Chantal Dammann**

[MAIL cdammann@rsm.nl](mailto:cdammann@rsm.nl) or register at [WEB www.rsm.nl/events](http://www.rsm.nl/events)



2 July

PLANETARY BOUNDARIES WORKSHOP

A one-day workshop at RSM on Wednesday, 2 July brings together top management academics, multinational business and natural scientists to discuss the critical issues and the initiatives to tackle them, using the Planetary Boundaries



framework. The event is hosted by RSM's Eco-Transformation Centre and RSM's sustainability initiative, Sustainable RSM.

[WEB www.erim.eur.nl/ecotrans](http://www.erim.eur.nl/ecotrans)

18-27 July

SAIL THE IONIAN SEA

Join a crew of RSM MBA students and alumni and set sail on the glittering Ionian Sea in the RSM MBA Armada from 18 – 27 July, with students and alumni from other business schools. The flotilla will visit six islands on sailing boats that can accommodate up to eight guests plus a skipper. Want to join and network at sea?

[WEB www.rsmsailing.com/event/rsm-mba-armada/](http://www.rsmsailing.com/event/rsm-mba-armada/)



1 July

TELL YOUR COLLEAGUES WORLDWIDE MBA INFO SESSION!

We're hosting a virtual information session for anyone who wants to know more about studying for an MBA at RSM on Tuesday, 1 July from 12:30-13:30 CET. MBA Admission Manager Anke van der Cammen will answer

questions about the International Full-time MBA programme at RSM, and you can find out where the MBA admissions team will be travelling to in the next few months. [MAIL acammen@rsm.nl](mailto:acammen@rsm.nl) for more details. [WEB http://bit.ly/Qfd8jJ](http://bit.ly/Qfd8jJ)

FORTHCOMING EVENTS



29-31 August
INVITE THE CREW!

One of five business school-hosted legs of the annual MBA Sailing League, RSM's three-day MBA Regatta is on Friday 29, Saturday 30 and Sunday 31 August in Lelystad in the northern province of Flevoland. It offers amazing sailing or spectating for all RSM alumni, whether experienced or non-experienced sailors. The event is a joint effort by the RSM Sailing Club, MBA Sailing League and RSM. [WEB www.rsmsailing.com/event/rsm-mba-regatta](http://www.rsmsailing.com/event/rsm-mba-regatta) and for sponsorship opportunities contact [MAIL info@rsmsailing.com](mailto:info@rsmsailing.com)



September TBC
ENERGY FOR EXECUTIVES

Future Energy Business is a new three-day executive programme that prepares

managers in the energy industry to navigate and shape the energy landscape of the future, and it comes from RSM's Executive Education department and the Erasmus Centre for Future Energy Business. It runs this September in Rotterdam. [WEB www.rsm.nl/feb](http://www.rsm.nl/feb)

10 September
ENTREPRENEURSHIP CONGRESS

The second annual Congress organised by the Erasmus Centre for Entrepreneurship on Wednesday, 10 September will bring together speakers with attendees and enable everyone to connect and share the latest knowledge in entrepreneurship research, policy and business. *The location is yet to be confirmed, but you can find more details at* [WEB www.entrepreneurshipcongress.nl](http://www.entrepreneurshipcongress.nl)

11 September
EMPOWERING WOMEN'S NETWORKS

A women-only RSM evening master class to reflect on leadership, interact with professional peers and extend networks takes place in Amsterdam on Thursday, 11 September. Here at RSM we believe accomplished women from every discipline and industry can build meaningful relationships with one another, exchange

ideas, and openly share their collective wisdom. Half of the proceeds from the registration fee will be donated to charity. *Find out more at* [WEB www.rsm.nl/womenempowerment](http://www.rsm.nl/womenempowerment) *or contact* **Chantal Dammann** [MAIL cdammann@rsm.nl](mailto:cdammann@rsm.nl)

September TBC
VOTE FOR DISTINGUISHED ALUMNI

Look out for the opportunity to vote for nominees in this year's Distinguished Alumni Awards on the RSM Alumni Facebook page at [WEB www.facebook.com/RSMalumnipage](http://www.facebook.com/RSMalumnipage). We'll ask you to vote for RSM alumni who have shown excellence in business or through their contributions to society and in which they emphasise RSM's four themes of sustainability, innovation, critical thinking and spirit. *You can read more about previous winners at* [WEB www.rsm.nl/alumni](http://www.rsm.nl/alumni)



Autumn
EXECUTIVE EDUCATION FOR FAMILY FIRMS

A short programme designed specifically for family business leaders will run again at RSM in autumn 2014. Leadership of Family Firms helps family-owned businesses to understand the challenges of governance and strategy. Four of RSM's faculty members will lead participants through key issues: decision-making, governance, finance, strategy and succession. It's also an opportunity to network with other family firms. *Contact* **Michael Smith** [MAIL openprogrammes@rsm.nl](mailto:openprogrammes@rsm.nl) *for more information, or* [WEB www.rsm.nl/fff](http://www.rsm.nl/fff)





4 October

MSC GRADUATION CEREMONY

Congratulations will be extended to up to 500 MSc graduates on Saturday, 4 October as they officially join the RSM alumni network at the first such ceremony in Rotterdam's *De Doelen* concert and

congress centre. RSM's 12 MSc programmes will produce more than a thousand graduates this year, although many international students will not be able to attend the ceremony.



3 October

BIG DATA AND YOU

This year the sixth annual RSM Leadership Summit – at Rotterdam's historic Van Nelle coffee factory – will explore the potential impact of big data for individuals, society, business, and governance, and how leaders can manage ethical boundaries and associated challenges. Save the date – Friday, 3 October – and read more in the preview article on p 26 of this issue. And don't forget, Alumni Day takes place the following day, so why not plan to spend an RSM weekend in Rotterdam? **Register at** www.rsm.nl/summit



4 October

MBAS RE-UNITE

Is it 5, 10, 15, 20 or 25 years since you graduated? Then save the date for the annual RSM MBA Reunion in Rotterdam on Saturday, 4 October, the day after the RSM Leadership Summit. Details are still to be confirmed as *RSM Outlook* goes to press, but you can expect socialising as well as academic workshops. This year's Alumni Day is for FT1989, FT1994, FT1999, MBA2004, MBA2009, PT1999, EMBA2004, EMBA2009, OneMBA2004, OneMBA2009, MFM2004, MFM2009, EMBI1994, and EMBI1999 and MHR2004.

For details and registration www.rsm.nl/mbareunion



9 October

STRATEGY DECISIONS

A highlight of this autumn's Executive Education schedule is the three-month Erasmus Executive Programme in Strategic Management. This programme, delivered in 11 sessions, starts on Thursday, 9 October. It promises a greater understanding of how to address strategy decisions in competitive environments. Participants will learn to effectively apply strategic skills and concepts offered by internationally recognised lecturers and a personal coach. EUR and RSM alumni qualify for a 10 per cent discount.

More information can be had at www.rsm.nl/esm

November TBC

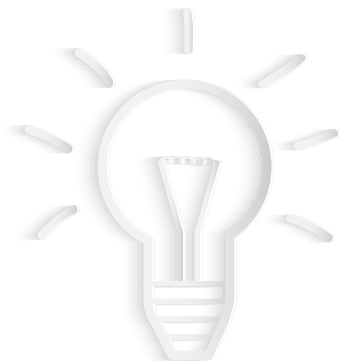
RECRUITING MBAS FOR ASIA?

This year's Asia Careers Fair, designed for companies doing

business with Asia and looking to recruit MBA candidates, takes place at London Business School in early November. A joint venture between six business schools including RSM, the event will provide a recruitment fair, opportunities for company presentations, and space for interviews. MBA CVs will be provided to all participating companies in advance of the event. **For more information, contact Justin Sheehan** [MAIL jsheehan@rsm.nl](mailto:jsheehan@rsm.nl)



FORTHCOMING EVENTS



ALUMNI AROUND THE WORLD – NEAR YOU

RSM alumni in every corner of the world are organising activities: a hike in Hong Kong or an MBA soirée in New York. The alumni network can help you to build your own network, to keep learning, to stay connected

to RSM and to enjoy activities with likeminded people. *Check the RSM Alumni Local Chapter calendar at [WEB www.rsm.nl/alumni](http://www.rsm.nl/alumni) and join an event near you, or contact Meta Mikec [MAIL mmikec@rsm.nl](mailto:mmikec@rsm.nl) to find your local chapter.*

November TBC

REINVENTING BUSINESS

Another thought-provoking and interactive event in the RSM Erasmus Business Series will take place in November in Amsterdam when RSM Professor of Strategic Management & Business Policy, Henk Volberda, will lead a session on Reinventing Business. *For more information and registration, go to [WEB www.rsm.nl/ebs](http://www.rsm.nl/ebs)*



21 November PRIVATE EQUITY CASE COMPETITION

Alumni working in the financial services industry are invited to the launch dinner of the fifth annual RSM Private Equity Competition, hosted by Full-time MBA participants. The dinner takes place in Amsterdam on Friday, 21 November.

For more information, contact Irene Broekmans-Versluijs [MAIL ibroekmans@rsm.nl](mailto:ibroekmans@rsm.nl)

7 November RECRUITING INTERNATIONAL TALENT?

Businesses interested in recruiting from RSM's wealth of international bachelor and master talent can be part of the annual International Career Event (ICE) during the student-organised STAR Management Week

at RSM on Friday 7 November. Companies and students interact through corporate games, speed interviews and a conventional recruitment fair. Last year's event attracted around 300 students. *For more information, contact Justin Sheehan in RSM's Corporate, Career and Alumni Relations department [MAIL jsheehan@rsm.nl](mailto:jsheehan@rsm.nl)*

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

EXECUTIVE EDUCATION

OPEN PROGRAMMES 2014

Here's the full list of RSM Executive Education programmes for the remainder of 2014. These programmes help professionals at all levels to understand and master complex business challenges. Programmes run in Rotterdam and Amsterdam, and can also be delivered in-company. Don't forget that EUR and RSM Alumni get a 10 per cent discount. Detailed descriptions of all our open programmes can be found at www.rsm.nl/open

AUGUST

28 – 29 August
Finance for Non-financial Managers
Amsterdam

SEPTEMBER

8 – 10 September
Masterclass Duurzaam Cultureel ondernemerschap (in Dutch)
Rotterdam

18 September
Business Valuation,
Rotterdam

25 – 26 September
Brand Strategy
Rotterdam

8 – 9 September
Women in Leadership
Rotterdam

17 – 19 September
Future Energy Business
Rotterdam

22 – 24 September
Finance for Senior Managers
Rotterdam

25 – 26 September
Investment Decisions for Managers
Rotterdam

25 – 26 September
Coaching for Improved Work Performance
Rotterdam

OCTOBER

2 October 2014 – 15 January 2015
New Business Development
Rotterdam

6 – 7 October
Essentials of Business Valuation
Rotterdam

9 October – 18 December
Erasmus Executive Programme in Strategic Management
Rotterdam

6 – 8 October
Business Model Innovation
Rotterdam

31 October – 1 November
Creating an S2 Competitive Advantage
Rotterdam

NOVEMBER

3 – 5 November
Strategic Account Management
Rotterdam

4 – 7 November
Advanced Management and Leadership Programme
Rotterdam

6 – 7 November
Strategy Consultants' Approach to Problem Solving
Rotterdam

18 – 20 November
Effective Negotiating Skills
Amsterdam

18 – 28 November
Diploma Programme in Business Management and Leadership
Rotterdam

18 – 19 November
Essentials of Marketing
Rotterdam

20 – 21 November
Essentials of Finance
Rotterdam

24 – 25 November
Essentials of Strategy
Rotterdam

26 – 27 November
Essentials of Leadership
Rotterdam

19 – 21 November
The Art of Project Management
Rotterdam

DECEMBER

1 – 12 December
Coaching for Improved Work Performance
Amsterdam

18 – 19 December
Finance for Non-financial Managers
Rotterdam

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 29,000-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



Remember your Graduation Day?

SHARE THE FEELING!

We always hear from prospective MBA students that they would like to connect with alumni to get a sense of our school and our MBA programmes. They want to know the “look and feel” of who we are, and our alumni are the best ambassadors to show them!

PLEASE JOIN US IN SHARING THE RSM SPIRIT BY:

- **Joining one of our recruitment events**
Check the full list of events here
www.rsm.nl/mbaevents
- **Being a contact for questions and/or conducting interviews for us**
Sign up: www.rsm.nl/alumniambassador
E-mail: dchasney@rsm.nl
- **Follow MBA Marketing & Admissions**



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

Accredited by



ROTTERDAM SCHOOL OF MANAGEMENT
ERASMUS UNIVERSITY

