



**LEADERSHIP
SUMMIT:
REINVENTING
THE FUTURE**



**UNLOCKING
THE POWER
OF THE
CROWD**



**EXECUTIVE
INTERVIEW:
AHOLD CEO
SPEAKS**

RSM Outlook

SUMMER 2013

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



MAKING BUSINESS SOCIAL

The business school that thinks
and lives in the future





It's been said that the best way to predict the future is to **invent it.**

But in today's unpredictable business climate, we have to go a step further: **we have to reinvent the future.** Find out how the leaders of multinational business are re-invigorating, re-innovating, and literally reinventing their (and our) future: **Join us at the 5th annual RSM Leadership Summit: Reinventing the Future.**

The RSM Leadership Summit is the flagship annual event at which you have the opportunity to meet the world's most influential senior executives, and to network with the entire RSM community – alumni, VIPs, corporate relations, faculty and staff. Don't miss it! **RSM.NL/SUMMIT**



To reinvent your future, save the date!

Friday, 4 October 2013 - 13.00 to 18.00
Beurs - World Trade Center Rotterdam

ROTTERDAM SCHOOL OF MANAGEMENT
ERASMUS UNIVERSITY

RSM
Erasmus
ERASMUS
UNIVERSITY

Contents



26



28



30



32

MAIN FEATURE MAKING BUSINESS SOCIAL

Page 26

Improving the impact of social business

Business is a powerful tool for solving social problems. However, more businesses need to focus on social issues if a greater impact is to be achieved.

Page 28

The business of social media

From blogs to crowdsourcing, there is no escaping the power of social media, and businesses that ignore its potential do so at their own peril.

Page 30

Helping communities through crowdfunding

Social ventures can improve the lives of communities all over the world, and with the power of the crowd at your disposal, the potential is unlimited.

Page 32

Social change through a circular economy

Is today's linear economy outdated, and if so, would a radical shift towards a circular economy bring greater benefits to both business and society?

RSM OUTLOOK
SUMMER 2013

RSM OUTLOOK is published by Rotterdam School of Management, Erasmus University

DEAN
Steef van de Velde

MARKETING DIRECTOR
Willem Koolhaas

MANAGING EDITOR
Russell Gilbert

EDITORS
Justine Whittern
Dorine Schreiner

EDITORIAL BOARD
Theo Backx
Hetty Brand-Boswijk
Dianne Bevelander
Irene Broekmans-Versluijs
Chantal Dammann
Wilfred Mijnhard
Jennifer Ritfeld
Marianne Schouten
Marno Verbeek
Eric Waarts

DESIGNERS
UNIT20.

DISTRIBUTION
Madelon Fontein

CONTRIBUTORS
Brian Bollen, Joe Figueriedo, Christine Hayes,
Rebecca Morris, Tim Skelton, Kevin Titman,
Miriam Young

© 2013 Rotterdam School of Management,
Erasmus University. All rights reserved.



18 | The reshaping of retail

CEO of Ahold, Dick Boer, and Klaas Miedema, Senior VP of HR and Management Development, talk to RSM's Dean, Prof Steef van de Velde about the management challenges faced by the retailing sector.

24 | Inspiring alumni

In 2012, Layla El Zein took part in RSM's Kilimanjaro Leadership Project. It was an experience that gave Layla the self-belief to make a life-changing decision about her future.



40 | The virtuous circle

When science and business are united in a neutral environment where common goals can be explored, the outcomes yield benefits for everyone.

AND MORE...

06 | Letter from the Dean

Steef van de Velde, Dean of RSM, provides an update on the school's recent Strategic Review and looks forward to RSM 3.0.

08 | News from RSM

A summary of news and activities from the world of RSM.

16 | International accolades

Recent high-profile awards for senior faculty members at RSM reinforces the school's mantra that science should serve the business world.

22 | Enterprising alumni

Stef van Dongen, CEO and Founder of Enviu, talks about social entrepreneurship, and the influence RSM had in shaping his views of the world.

34 | Reinventing the future

With so much uncertainty in the world today, how can executives plan for the future? The answers can be found at this year's RSM Leadership Summit, which takes place in October.

36 | Campus under construction

The first phase of the redevelopment of the Woudestein campus will be completed to coincide with the 100th anniversary of Erasmus University Rotterdam.

38 | Making a name in Amsterdam

Since opening, the response to RSM's Amsterdam office from businesses in the Zuidas area and beyond has been welcoming and enthusiastic.

42 | Refining tomorrow's managers

A new management programme set up by RSM for Kuwait Petroleum International is proving to be a great success.

45 | Events round-up

A preview of forthcoming events you'll want to make a note of in your diary.



LOOKING FOR TALENT? PROFILE YOUR ORGANISATION AT RSM!



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

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

Engagement opportunities for organisations include;

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

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

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



ROTTERDAM SCHOOL OF MANAGEMENT
ERASMUS UNIVERSITY



LETTER FROM THE DEAN

I had the honour and pleasure of congratulating more than 200 of our newly graduated alumni at the MFM, MBA and EMBA graduation ceremony in Rotterdam recently. It gave me the opportunity to speak about the outcome of RSM's recent Strategic Review, which is important for new graduates as well as all of our alumni and stakeholders. Staff, faculty and even buildings come and go, but alumni are a permanent part of the school.

In the past, state funding provided us with a stable financial basis that enabled us to grow from a teaching-based business school – 'RSM 1.0' – into a research-based business school or 'RSM 2.0', which is what we are now. But as the Strategic Review highlights, there are currently restrictions in our operating model. To continue our rise in recognition and rankings as a top-tier international business school, we need to become RSM 3.0.

“The social capital invested in our alumni holds huge potential, so we put great effort into making RSM a place with which you want to stay connected.”

There are two trends. First is the increasingly global market for management and business education, which gives students more choices about where they study. Our high FT rankings for MSc help us to capitalise on this, but the number of high quality business schools elsewhere in the world is growing and attracting top faculty. Salaries for faculty in the

Netherlands are capped by law, so it will remain a challenge to attract and retain them.

A second trend is the gradual decline of state funding and an increasingly tighter government rein on universities that not only prescribes *what* needs to be done but also *how* things need to be done. We must resist the pressure to gravitate to the average, which is the enemy of excellence. RSM 3.0 needs autonomy to meet those challenges.

So what will RSM 3.0 look like? Its foundation is the research-based business school RSM 2.0, but we need to develop new sources of private funding, and we will continue to enhance the reputation of the school through the quality of the students we deliver to the job market. These two elements can produce a synergy to reinforce each other.

We will rely more on national and European funding for individual research and collaborative projects; we are developing new programmes, particularly for the MSc market and for Executive Education, and we will expand to other locations, as we did when we opened the new RSM office in Amsterdam last year [see pages 38-39].

We must reject the simplistic paradigm, which defines the reputation of the school only by its scientific output and academic papers from faculty. Instead, I believe the reputation of the school is defined by its *social capital*: the value that the school generates for society through its networks of faculty, staff, students, alumni, and corporate relations. The social capital invested in our alumni holds huge potential, so we put great effort into making RSM a place with which you want to stay connected.

The forthcoming annual RSM Leadership Summit, which takes place on Friday 4 October, is a perfect example of the mutual value of the alumni network. It is previewed on pages 34-35 and I recommend that you attend if you can. You'll find other examples of alumni networking activities in the pages of this issue – class reunions, the Alumni Reunion day, social clubs and the RSM Marathon event as well as contacts for local chapters around the world and our industry-specific Alumni Affinity Groups. For the 40 per cent of you who say that lifelong learning is the reason you stay connected to RSM, we have included a round-up of our new Executive Education programmes in this issue.

Further developments will focus on supporting alumni and students in their entrepreneurial projects, such as recent “boot camp” programmes. We also hope to add mid-career services such as mentoring, skill development, career counselling, coaching and a job database.

In return, a strong alumni network offers us opportunities in mentoring, attracting students and speakers, a source of job placements and input into our research and curricula. Together, we will be able to realise the tremendous potential of our social capital.

Many of you have already embraced the social capital perspective of RSM since you graduated. I hope this issue of *RSM Outlook* illustrates the benefits of our efforts to build RSM 3.0 because above all, it needs you. You can see the complete list of alumni services and contact details on page 50. Please send us your



comments, suggestions and questions as we continue to develop your alumni network.

RSM 3.0 will take shape at the re-developed Woudestein campus, which will be completed in time for the start of the EUR's 100th anniversary year in September [see pages 36-37]. I wish you all an enjoyable summer, and look forward to welcoming you back to one of the RSM networking activities soon.

Kind regards,

Prof. Steef van de Velde

Dean

Rotterdam School of Management
Erasmus University

NEWS FROM RSM

AWARDS



Mark Blok won the Shell Excellence Award in Corporate Communication for the best thesis, in which he examined corporate silence.

The Andreas Innovation Award in Corporate Communication for the most innovative thesis went to **Petra Sommer** for her research on crowdsourcing's effect on corporate reputation.

The Dutch Ministry of Finance's Financial Thesis Award 2012 (Grote Financiën Scriptieprijs) went to **David Stolker**, a cum laude alumnus of RSM's MSc Accounting & Control programme in 2011. Stolker won the prize plus €5,000 for his thesis about how external auditors' inspections of financial information provided by companies can be improved.

Jelle de Vries won the first Dutch Logistics Society (VLM) master thesis award for his thesis on warehouse safety for RSM's Master of Philosophy in Business Research, which he completed in 2012. De Vries argues that warehouse safety doesn't just happen, but needs to be created and doesn't necessarily cause a productivity decrease. He won a four-day logistics trip to Paris. De Vries is currently a PhD candidate at ERIM.



MBA GRADUATES BEGIN BUSINESS ADVENTURE

Ninety EMBA'12 graduates, 17 MFM'12 graduates and 102 MBA'13 graduates received diplomas during a graduation ceremony in Rotterdam's Beurs-World Trade Center on 22 March 2013. Speakers included Peter Judge Hisashi Owada of the International Court of Justice in The Hague,

and Rotterdam's Mayor Ahmed Aboutaleb. Among the graduates were seven students who reached the Dean's Honours list: Marc Chahin and Chantal van Litsenburg (EMBA'12), and Alex Henney, Peter Laaber, Bhawna Menghani, Elizabeth Rogers and Elsa Tavares Da Rocha

(MBA'13). Marc Chahin, Chantal van Litsenburg, Alex Henney and Elsa Tavares Da Rocha also received Honours with Academic Distinction. The Beurs-WTC Leadership Award went to Annette Silva (EMBA'12) and Markus Lodensträter (MBA'13).

AWARD FOR INNOVATIVE IT

RSM's Associate Professor Wolfgang Ketter and his research team have received the prestigious INFORMS ISS Design Science Award 2012 in Orlando, Florida. They have developed methods for software agents to characterise the economic environment in which they operate and predict its future conditions. The annual award promotes and recognises research efforts focusing on the design and realisation of innovative information technology artefacts.



Success for RSM alumni day

RSM STORE LAUNCHES

A strong demand from overseas alumni and current students led to the opening of the first RSM



Store earlier this spring. Students, staff, alumni and visitors can purchase a wide range of RSM apparel, such as mugs, hoodies, and bags. Enthusiastic RSM student ambassadors run the store, which is located in the T-building (3rd floor) on Woudestein campus and is open on Monday, Tuesday and Thursday from 11:00-14:00. Online purchases can be made at www.store.rsm.nl



PRIZE FOR CAFÉ IN DE SMITSE

RSM's renowned Café In de Smitse was voted as 'Hertog Jan Pub of the Year 2013' by the public for being the most attractive and popular café among the 48 participating establishments. Prof. Jacob de Smit founded Café In de Smitse in Delft before it relocated to the Woudestein campus.

CREATIVITY FOR INNOVATION

IBA bachelor student groups from RSM earned praise from entrepreneurs after taking part in the *Creativity for Innovation* project, a joint initiative by RSM and Syntens Innovation Centre, which stimulates innovation in SMEs. Each student group analysed the business operations of, and the obstacles faced by, an organisation. Each group then prepared a consultancy report to help boost the company's innovative strength by promoting and making better use of employees' creativity.



On April 12, more than 200 RSM alumni, some from as far away as Denmark, Hungary, and Italy, returned to take part in RSM Alumni Day. Themed 'Engaging for Change: Making Business Social', this yearly event, which is a happy combination of lifelong learning, applicable research, and enjoyable networking, kicked off in the main hallway of J-building with a welcome speech from Prof. Jaap Spronk, Academic Dean MBA programmes.

The audience then took part in their choice of 90-minute sessions that addressed some of the many meanings of "social business". Each session, led by one RSM alumnus and one faculty member, offered a balance of experiential and theoretical learning. Faculty members Justin Jansen, Jan van den Ende, Rob van Tulder and Karen Maas were paired with RSM alumni John Apesos, Valér Merényi, Stef van Dongen and Robert-Jan van Ogtrop, respectively.

The plenary, led by debate expert Lars Duursma, Founder and Director of Debatrrix, wrapped up the day's presentations with energy, and kept the alumni buzzing on their way to the post-plenary dinner. One alumnus summed up the power of RSM alumni events – and Alumni Day – succinctly: 'It's like I've got a lifetime guarantee on my education,' he said. Other comments spoke of the specific theme of the event: 'I'm from the class of '85,' said one, 'I have become cynical – I see that "profit, profit, profit" drives people, but I see today that there is hope for a different type of business. I've gotten a lot of inspiration from the day.'

See main feature (pages 26-33) for more about the speakers and their perspectives on how business can become more social.



RSM IN FT TOP 10 AGAIN

RSM ranks ninth in the *Financial Times* Meta Ranking 2012 of European Business Schools. The survey used all criteria from separate *Financial Times* rankings conducted in 2012. The overall European business schools ranking is based on indexed scores behind these rankings.



NEW BUSINESS MODEL FOR ECOSYSTEMS

A new publication by RSM's Executive Fellow Willem Ferwerda highlights the importance of restoring damaged ecosystems. He argues it should be the new model for business. Ferwerda's research, which concludes that nature forms 'natural capital' and acts as the basis of all wealth creation, was published on the websites of RSM and the International Union for Conservation of Nature and can be downloaded at www.iucn.org/cem.



MBA CLASS OF 2014 KICKS OFF

A cohort of 140 enthusiastic International Full-time MBA students commenced their studies at RSM with a lively orientation week in January. International students account for 94 per cent of the MBA'14 class, representing 40 nationalities. The class will complete their MBA in December 2013.



DUKE'S AWARD FOR ECSP

The Erasmus Centre for Strategic Philanthropy (ECSP) was recently acknowledged as a Gold Friend of The Duke of Edinburgh's International Award Foundation. This recognition is based on the generous support of research into the Award's impact through the programme's volunteering. The ECSP will continue to work closely with the foundation to gain knowledge and understanding of the programme's impact and management of change and help them and the non-profit field to make the most of their efforts.



DOING BUSINESS IN AFRICA

Launched in January 2013, *Doing business in Africa – a strategic guide for entrepreneurs* is the first book about the systematic management of Dutch entrepreneurship in Africa. It offers managers practical tools to assess risks and overcome barriers when doing business in Africa. Co-written by RSM Professor Rob van Tulder, the book is a joint production by the Partnerships Resource Centre at RSM, consultancy firm Berenschot, and the Netherlands African Business Council.



MBA RANKS IN TOP 5

RSM's MBA ranks fifth worldwide for sustainability in the *Bloomberg Businessweek* 2012 ranking, which places it as Europe's number one. Additionally, RSM ranked seventh in the area of diversity, which is defined as a combination of nationalities, gender and career backgrounds. Overall, RSM entered the top 20 of international business schools in the ranking, which based its results on intellectual capital measure, and student and employer surveys.

Happy graduation anniversary!



Reconnect and become inspired at the

RSM MBA ALUMNI REUNION 2013

It's been 5, 10, 15 or 20 years since graduation for the MBA classes of FT1988, FT1993, FT1998, FT2003, MBA2008, PT1998, PT2003, EMBA2008, EMBA / EMBI1993, EMBI1998, HRL2003, MFM2003, MFM2008 and OneMBA2008.

Were you in one of these classes? Catch up with your classmates in Rotterdam at the RSM Leadership Summit and the annual alumni reunion on 4 & 5 October 2013.

The reunion, called '**Inspiration in Mind and Soul**', includes sessions in which you explore how to become an 'aware leader'. Bringing two apparently distinct concepts together, the sessions reflect on the importance of combining logical thought processes and strategies with emotional awareness.

We're looking forward to seeing you on **4 & 5 October 2013** in **Rotterdam!**

Register now!

www.rsm.nl/mbareunion

ROTTERDAM SCHOOL OF MANAGEMENT
ERASMUS UNIVERSITY



**I WILL START THE REVOLUTION
THE PLANET NEEDS**

Peter Bakker, Dutch
Alumni Rotterdam School of Management, Erasmus University
President World Business Council for Sustainable Development



NEW RECTOR MAGNIFICUS APPOINTED

The Supervisory Board of Erasmus University Rotterdam has appointed Professor Huibert Pols as rector magnificus. He will succeed Professor Henk Schmidt, who will retire on 8 November 2013. Pols is currently Dean of the Faculty of Medicine and Health Sciences and Vice-President of the Executive Board of Erasmus MC. As rector magnificus he will focus primarily on teaching, research, students and science information.



HIGH ACCOLADES FOR BOOK

RSM's Professor Rob van Tulder's book *Duurzaam ondernemen waarmaken* (Sustainable Entrepreneurship in Actual Practice) tied for second place in the prestigious Management Book of the Year 2013 award. Written by a team of two researchers and two consultants, it's the first book that analyses and describes from a business administration and managerial perspective which interventions turn sustainable entrepreneurship into reality.

AACSB ACCREDITATION RENEWED

The Association to Advance Collegiate Schools of Business (AACSB International) has reaccredited RSM. RSM was among the first European business schools to earn its initial AACSB accreditation in 1998. AACSB accreditation is the hallmark of excellence in business education, and has been earned by less than five per cent of business programmes worldwide.

**INTEGRITY
IN THE DUTCH
PUBLIC ARENA**

RSM Professor Muel Kaptein has published a free downloadable Dutch-language book, called *Dienaren van het Volk* (Servants of the People). In the 350-page book, Kaptein provides insight into how integrity as a powerful factor plays out and how politicians, officials and company executives should handle this. The book can be downloaded here:
www.rsm.nl/dienarenvanhetvolk

NWO TOP GRANT

An academic team, which includes RSM's Professors Jan van den Ende and Henk Volberda, has received a NWO TOP grant for their project about business model innovation in the creative industry sector. It's the first NWO TOP grant acquired by the Erasmus University. The grant amounts to €730,973 and project partners added another €220,000. The Netherlands Organisation for Scientific Research (NWO) currently finances the projects of more than 5000 scientists.



PHD ON MORAL BEHAVIOUR

PhD graduate Suzanne van Gils analysed the interplay between employees and their organisational environment and offers practical insights into the effects of moral behaviour in the workplace. She argued that context and personality influences the ways ethical failures in organisations are discussed and reported. Van Gils defended her dissertation on 6 December 2012.



TOP RANKINGS

RSM's Dutch-language BSc in Business Administration took a top ranking in the annual *Keuzegids Universiteiten 2013* – a Dutch university guide. The Best Studies guide from *Elsevier* magazine ranked the programme as number one in 2012. The English-taught

BSc in International Business Administration at RSM also got a high ranking from *Keuzegids Universiteiten*, which compares Dutch university's bachelor courses based on student and expert assessments.

NEW DUAL DEGREE PROGRAMME

Students can now combine the International Full-time MBA and the MSc in Financial Management in RSM's new Dual Degree programme. From the MBA'14 class, 21 dual degree students are following extra financial management courses in addition to the MBA's core courses. A fifth term is devoted to their master thesis through desk research or an internship.

STUDENTS CONQUER RESEARCH CHALLENGE

An analysis and investment case about a major food wholesaler by an RSM student team won the Dutch/Belgian Local Finals as part of the CFA Institute Research Challenge in Amsterdam on 28 February. Eleven Dutch and Belgian universities participated in the competition. The RSM team was awarded €1,000 in ING Investment Management scholarships. It's the second time that RSM has won the challenge.

MBA SUSTAINABILITY SCHOLARSHIP



RSM's first Sustainability Scholarship went to MBA'14 student Maeve Quigley. She's expected to pay special attention to sustainable business models through her MBA studies, and to work towards becoming a business leader who can turn these models into win-win realities for business, society,

and the environment. The MBA Sustainability Scholarship of €5,000 will be offered again to an MBA candidate joining RSM in January 2014.



GET IN THE RING

Organised by the Erasmus Centre for Entrepreneurship, Get in the Ring received the Compass Award for most innovative and creative branding at the Global Entrepreneurship Congress 2013 in Rio de Janeiro. Get in the Ring is an investment battle that puts promising entrepreneurs in contact with international investors and inspires visitors to start their own entrepreneurial journey.

Through an international competition entrepreneurs try to secure an investment up to €1,000,000. The grand finale of Get in the Ring takes place during the Global Entrepreneurship Week 2013, which takes place in the Netherlands from 18-24 November.

EXEC MBAS IN HONG KONG

Around 90 participants of RSM's Executive MBA Class of 2013 travelled to Hong Kong from 11-15 March to learn about doing business in Asia. The executives visited various organisations and attended presentations at The Asia-Pacific Institute of Business at The Chinese University of Hong Kong.

ONEMBA GLOBAL RESIDENCY

Amsterdam and Istanbul were the host cities for the Global European Residency for 120 participants of the OneMBA Class of 2014 in March. The European chapter of the OneMBA residencies focused on the opportunities, challenges and contrasts between operating in developed European economies and the emerging economy of Turkey.



ERIM RESEARCHERS TAKE A PLEDGE

About 45 students took a pledge to commit themselves to the Netherlands Code of Conduct for Scientific Practice. The ceremony took place on 30 January and concluded the new scientific integrity course that has become mandatory for all new PhD and research master students at ERIM. The pledge-taking ceremony was a pilot for the whole of Erasmus University Rotterdam and was attended by rector magnificus Henk Schmidt.

RSM TEAM KEEPS THE PACE

With special running shirts, 169 RSM students, staff and alumni hit the streets of Rotterdam to participate in the city's annual marathon on 13 and 14 April 2013. The fastest RSM runner to complete the 42.2km race was Peter van den Berg, an MScBA in Strategic Management alumnus (time: 3:36:09). RSM bachelor student Daniel Schlee was the quickest RSM runner in the 10-kilometre run, which he completed in 38m 27s. The fastest five-kilometre RSM runner was faculty member Henk de Vries, who reached the finish line in 22m 49s. Pictured is the 5km team.



WORLD ECONOMIC FORUM INDEX

In the World Economic Forum's 12th Global Information Technology Report, the Netherlands reached fourth place in the 'Network Readiness Index'. ERIM's research centre INSCOPE had partly gathered the data for this report, under the supervision of RSM's Professor Henk Volberda. The index compares the capacity of 144 economies worldwide to use ICT for the benefit of international competitive strength and social well-being.

UNICEF AND PARTNERS EXPLAIN STRATEGIC PHILANTHROPY



UNICEF showed student members of RSM's Charity Club how corporate partnerships can be used as a way to achieve its aims in global development for children. Speakers highlighted the company benefits of strategic philanthropy, UNICEF's low-cost infrastructure, its effectiveness in working with governments, and corporate social responsibility.

NEW MSC CURRICULUM

A new curriculum for most one-year MSc programmes will be influencing the study path of students who begin their master in September 2013. The restructuring is necessary because students can take a long time to finish their master, particularly their thesis. Students will benefit from the new curriculum by having: an accelerated master thesis trajectory; streamlined and improved coaching on content and process; a more stimulating programme that enables graduation within one year; an improved balance between programme electives and free electives, and increased possibilities to tailor the programme to individual requirements.

EXECUTIVES GRADUATE

On March 22, fifteen executives completed the Erasmus Executive Programme in Strategic Management. Participants had attended 10 plenary sessions examining strategic management themes and sessions with a motivational coach. They were required to distil the programme's most relevant knowledge for their company and apply it when developing a strategic decision plan. The programme will commence again on 3 October 2013.



RSM AND UNICEF EMPOWER WOMEN

Around 40 female business leaders were brought together at the RSM/ UNICEF – Women Empowering Women Networking Event. In a masterclass by RSM's Dianne Bevelander, participants reflected on self-management, relationship management and network management. Proceeds raised through registration fees were donated to UNICEF.



REPUTATION AWARDS FOR PHILIPS AND FRIESLANDCAMPINA

For the sixth consecutive year, Philips had the best overall reputation of the 30 largest companies in the Netherlands, according to the Reputation Institute. The first-ever award for best Corporate Social Responsibility reputation went to FrieslandCampina. The awards were handed out by Cees van Riel, Professor of Corporate Communication at RSM (pictured left) and co-founder of the Reputation Institute, which carries out global reputation research in more than 40 countries.

I WILL NEVER STOP
CHALLENGING MYSELF AND
THE PEOPLE AROUND ME

Laura Neferu, Romanian
Student, MSc Finance & Investments

RSM-MentorMe - Connecting RSM alumni and students

Volunteering as a mentor enhances your leadership and coaching skills, and is an opportunity to exchange new ideas with current RSM students.

The RSM-MentorMe programme is designed to connect you – as an alumnus – with current Bachelor and Master students. Being a helping hand to students facing challenges in their study and career choices is a real way to give back to the RSM community. Can you help by volunteering some of your time for just five months?

Find out more and register for the October 2013 - February 2014 session:

<http://rsm.mentorme.nl>



INTERNATIONAL ACCOLADES FOR INSPIRING

Further accolades for the research output of RSM have come in the form of recently confirmed awards for the work of two of its leading faculty members, Jan Dul (Professor of Technology and Human Factors, and Chair of the Department of Management of Technology and Innovation) and Marno Verbeek (Professor of Finance, Dean of Research at RSM, and Scientific Director, ERIM). **Text** Kevin Titman

The papers explore specific issues within the fields of Human Factors/Ergonomics and Fund Management respectively and were adjudged winners by esteemed panels of academics and business practitioners.

Professor Dul's paper, titled *A strategy for human factors/ergonomics: developing the discipline and profession*, has been adjudged the recipient of the 2013 Liberty Mutual Award, which recognises the paper published in the journal *Ergonomics* that best contributes to the advancement of the science of ergonomics. This 'vision paper', in Prof. Dul's words, explores the links between productivity and well-being in the workplace in relation to the many different internal stakeholders within companies; from lower-rung employees and service workers through to technical experts and strategic decision-makers.

The fruits of the labour of an international eight-man team led by Professor Dul, the paper revives the field of Human Factors/Ergonomics (HFE) by proposing a clear strategic

and operational plan to businesses and managers. The plan seeks to improve communication within businesses on the importance of the working environment to achieving good productivity.

According to the adjudicating panel from the *Ergonomics* journal, the paper 'was selected as an important international collaborative endeavour, making a major contribution in the field, representing a paradigm shift in thinking about the future strategy and direction of human factors and ergonomics.'

For Professor Dul, the announcement of the award offers recognition of the

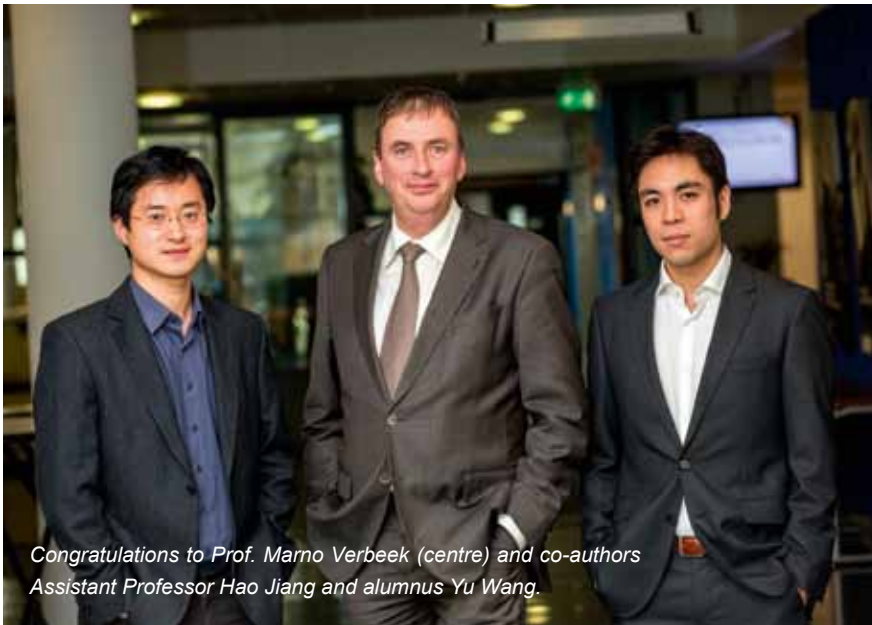
teamwork involved and the challenge of combining so many views into one paper. He also considers the award as confirmation of the main *raison d'être* of working in the field: 'Our activity is not just research for academia's sake but is also applied science conducted to serve the business world. This is the key reason why academic output from institutions such as RSM should be made prominent. To know that our paper was selected as the best contribution to the advancement of practice backs this up, as well as providing an extra source of satisfaction for the whole team.'



“ Our activity is not just research for academia's sake but is also applied science conducted to serve the business world.”

Prof. Jan Dul, recipient of the 2013 Liberty Mutual Award.

RESEARCH



Congratulations to Prof. Marno Verbeek (centre) and co-authors Assistant Professor Hao Jiang and alumnus Yu Wang.

SPIVA Award

Further good news came with the attribution of the S&P Dow Jones second annual SPIVA Award to Professor Marno Verbeek for his co-authorship of the paper *Information Content when Mutual Funds Deviate from Benchmarks*, in tandem with Assistant Professor Hao Jiang of RSM and Ph.D. alumnus Yu Wang.

Part of a large-scale project at RSM investigating the role of institutional investors in financial markets, the paper provides fresh insight into the mutual fund industry and stock market efficiency by examining the degree of stock information required by active fund managers in order to outperform passive benchmarking. In Professor Verbeek's words, 'this paper digs more deeply into where fund managers

are investing and what they are investing, as well as the extent to which advance information on stocks is assisting them.'

Professor Verbeek expressed his pride at receiving such acclaim for the paper: 'this award recognises the relevance of our research for the mutual fund industry – it not only has academic value but is also of great interest to practitioners. Our work confirms the existence of managerial skill but, at the same time, also explains why the average performance of these funds, after fees and expenses, is disappointing.'

He shares the view of his counterpart Professor Dul about the greater value of research and its importance to an institution such as RSM: 'research is not about rigour or relevance, it is about both. We want to provide insight of relevance to

the academic world and the business world, as well as the many activities that bridge those two worlds.'

The SPIVA Awards recognise excellence in research on index-related applications, and acknowledge researchers who explore innovative techniques that enhance the use of indices in financial markets.

David M. Blitzer, Managing Director and Chairman of the Index Committee at S&P Dow Jones Indices, commented on the SPIVA award initiative and this year's deserved winner: 'The on-going popularity, success, and growth of investing with indices depends on investments in intellectual capital and research. We support these efforts through the SPIVA Awards as well as with our own internal research. The winning paper shows that some managers who have the courage of their convictions can outperform by holding portfolios very different from their index benchmarks.'

In the view of Prof. Steef van de Velde, Dean of RSM, this dual award announcement provides added evidence of the success with which the school is realising its strategy of research excellence with real-world, business relevance: 'RSM is extremely proud of these two top academics and faculty members. Their work has been justifiably recognised by the attribution of exceptional and prestigious practitioner awards with global radiance. As a school, we strive for managerial impact through rigorous academic research. This recognition is proof of our strategy. On behalf of RSM, I congratulate Jan Dul and Marno Verbeek!' ■

THE RESHAPING

In an exclusive Executive Interview, Dick Boer, CEO of global corporation Ahold, and Klaas Miedema, Senior Vice President Human Resources & Management Development, answer questions put to them by RSM's Dean, Prof. Steef van de Velde, about the changing nature of retailing and the management challenges that the sector faces. **Text** Justine Whittern

Amsterdam-based Ahold is a global organisation responsible for 13 brands of supermarket, retail pharmacy, beverage store and online retailing. It operates more than 3,000 stores and employs almost a quarter of a million people in Europe and the USA. Correspondingly, its operations and supply chains are global – and massive. Chief Executive Office Dick Boer is leading the organisation into a new age of retailing.

In a face-to-face meeting at Ahold's Amsterdam office, Steef van de Velde, Dean of RSM and Professor of Operations Management and Technology, asks the questions. Dirk Boer and Klaas Miedema give frank answers about reshaping a multinational retail organisation on a global scale.

Prof. Steef van de Velde: It has been mentioned that Ahold will be broadening its offering. What does that mean?

Dick Boer: It could mean more products, different products, new home brands or more organic products. But we can also broaden our offering by being available via the internet, or from pick-up points or home delivery. "Broadening the offering" is about expanding our formats.

So it's not about moving into non-food?

Dick Boer: No. Ahold is about supermarkets and food. But our acquisition of www.

Bol.com in 2012 made us understand that we can offer our customers more opportunities online.

What's the future of online retailing in the Netherlands?

Dick Boer: Online retailing is amazing. I think online food shopping will grow because it will help customers. The combination of convenient pick-up points and home delivery together with stores will continue to inspire customers.

Will you ever have full delivery coverage in the Netherlands?

Dick Boer: Oh yes. Bol.com is already available everywhere, but there are limits for online food shopping; the last mile of the delivery is the most difficult. Our first stores with pick-up points are already operating; they give the convenience of online shopping and mean we can cover the whole country with pick-up points at our stores or other locations.

What high-level Key Performance Indicators (KPIs) do you use to steer a company as large as Ahold?

Dick Boer: We use our Six Strategic Pillars (see panel) to describe the quality of leadership in the organisation, as well as the measureable KPIs.

Does your background and experience in retail play in your favour?

Dick Boer: Yes. I can talk about what happens in the stores and the issues affecting our managers, or about difficult decisions in our retail operations with our vice president. But I don't think that retail experience – which is good for communication skills – says anything about leadership skills.

Dick Boer

Dick Boer has been CEO of Ahold USA and Koninklijke Ahold NV for the past two years. Before that, he was CEO of Ahold Europe for five years, and President and CEO of the Albert Heijn chain of Dutch supermarkets for six years. He originally joined Ahold in 1998 as CEO of Ahold Czech Republic after spending more than 17 years in various retail positions in the Netherlands and other countries.

OF RETAIL

Leadership and training

What leadership skills do you expect from top management?

Dick Boer: Supermarkets need managers who say what they think, deliver the message to staff, and are clear about roles and responsibilities. I expect openness, transparency and humility, and a willingness to give feedback and maintain an open dialogue. You have to have the right balance of people in a retail company – especially one with such a huge number of people.

Can those skills be acquired through training, or do you hire people with those skills?

Dick Boer: Our Leadership Skills training programme works with the “Incomplete Leadership Model” which creates the right combination of people around you that have the skills you lack. We test everybody to identify their skills. This makes it possible to have a complete leadership team even if the leader doesn’t have all the skills.

I can’t imagine that anyone would be a complete leader.

Dick Boer: It can be difficult to accept that this might be the case. It doesn’t mean you’re a bad leader, but only that some of your skills are less strong. It helps other leaders to hear me saying that about myself, I think.

Executive education

Where do business schools come into the picture?

Dick Boer: We use them to provide training in leadership skills and business skills to our top 200 executives every year. ▶



“ I ask everyone in the organisation to be open to new skills and ideas from new people, and not to sit still doing their own thing.” Dick Boer, CEO of Ahold.



The introduction of collection points add to the convenience of online shopping for customers.

Do you think business schools do a good job of educating leaders?

Dick Boer: I think they do, but they focus on deliverables and economics, and while students might learn *about* leadership, they only learn leadership *skills* when they start working. Teaching those skills is difficult. We spend time on what you do *after* you graduate and start working.

Where is the first step of the career ladder at Ahold? Is it in a supermarket?

Dick Boer: Graduate recruits follow our trainee programme; a year of practical training in a supermarket, then they quickly become managers, or assistant managers. They can be running a team of up to 50 people at just 25 or 26 years old. I think retail experience really helps you to find out if you like being a manager or not!

Klaas Miedema: We need really bright graduates with leadership capabilities who can work up through the organisation, but we also need people who can cope with being in a real job with real responsibilities within a year as assistant store managers who take over when the manager is on vacation.

Innovating for success

Most companies are interested in what you're doing because they want a competitive edge over you, however small. So is new knowledge core to your operations?

Dick Boer: We always need innovative thinking, new technology and new intelligence, for instance in logistics – so we can be sure of delivering consistent quality to all 850 of our stores in the Netherlands – or in algorithms, thought processes or the local climate.

How do you stay on top of innovation? Do you have a dedicated innovation unit within the head office?

Dick Boer: No, we don't. I think we gain more if everyone understands the idea of doing "better every day" and has their own ideas. I ask everyone in the organisation to be open to new skills and ideas from new people, and not to sit still doing their own thing. We also have a strategy office and a HR department that looks for new talent.

If Albert Heijn does something new, how is it shared with your other brands?

Dick Boer: Open communications and global executive team meetings two or three times a year mean you can share best practices and build on them. For example, managers see other stores reducing shrinkage or improving availability and ask how it's done. "Learning from the base" is always better than sending out an evangelist or teaching them how to do it.

Klaas Miedema: I've looked at the development of online shopping from a different viewpoint to Dick's. In fact, executive education has really helped us

to create the common leadership to be able to roll these things out. It opens the minds of executives and managers to new experiences, as well giving us an overview of other practices out there.'

Current challenges

Has sustainability always been one of your key values?

Dick Boer: It's part of the heritage of Albert Heijn and it's embedded in our culture and values, plus it's important from a PR point of view.

I believe it's good strategy to differentiate ourselves by showing that we do more for society, more for nature, and more for the environment. We don't do that as an organic store, but as a responsible retailer that pays particular attention to CO₂ emissions, products and sources, providing healthy products, and taking part in community engagement. We don't want a department of corporate responsibility. We want responsible retailing incorporated into our business. I introduced it as "Reshaping Retail at Ahold" when I became CEO two years ago, but there is no separate department or officer of corporate engagement.

Our regional directors decide how stores can support communities with food banks or employment opportunities to people who wouldn't otherwise have them, for example, which is part of our promise to "be a better neighbour". I think that really hits home with our employees.

Are you in favour of subsidies for organic foods?

Dick Boer: I think organic food is a niche product. In my view the biggest win would not be to become completely organic, but to achieve greater sustainability in the whole food supply chain via mass production – with the least use of pesticides – to give better quality and bigger volume. That’s where we believe our focus should be, but it doesn’t mean we don’t sell organic food. I don’t think subsidy is generally a good thing and I don’t think subsidies for traditional agriculture in Europe help efficient production, but you can still subsidise specific needs or new initiatives.

Your main concern is responsible retailing and sustainably sourced products, but you’re mainly a buyer. Does that mean you don’t control any type of supply chain?

Dick Boer: No, I wouldn’t say that. We don’t own them but we still need to have full oversight of our supply chains. For example, our avocados come from Africa, where the growers know they will produce them for us year after year, not just quarter by quarter. We have many long relationships with fruit, vegetable and meat suppliers.

Does a long relationship make it difficult to steer around crises and food scares?

Dick Boer: Here, you rely on the controls you put in place from the start of your

trading relationship. We usually have one or two major suppliers for each product. And of course we expect that our strong relationship means fewer issues. You can’t say you’ll never get them, but when they do come up we quickly know if we have been affected because our supply chains are so short. We get to the root of the problem quickly and then we can react.

Integrity compliance

With regard to restoring integrity, I remember that Dick Boer once said about Ahold “You have to go back to your core values.” That’s still at the back of my mind. Does this still hold true?

Klaas Miedema: Ahold started with integrity compliance programmes formulated for us by management consultants, but what really did the trick was promoting our values and what we stand for as a company. They really unite people; make them aware of their integrity and their values, and how they behave.

Dick Boer: I hope that respect for each other, and wanting a better place to work produces integrity. We struggled to get our integrity back after incidents in 2003. I think we did it very well; it’s all about pleasing the customer, which you can only do in a transparent, honest and humble manner. The idea of leadership and “being incomplete” is also good because it’s about needing each other. ■

Ahold’s six strategic pillars to reshape retail

- Increasing customer loyalty
- Broadening our offering
- Expanding our geographic reach
- Simplicity
- Responsible retailing
- People performance



Klaas Miedema

Senior Vice President, Human Resources and Management Development at Ahold believes that executive education has really helped the organisation to create a common structure of leadership.

“ Executive education... opens the minds of executives and managers to new experiences...” Klaas Miedema, Senior Vice President, Human Resources and Management Development, Ahold.

BORN ENTREPRENEUR AND INSPIRER OF CROWDS

Stef van Dongen graduated from RSM in 2007. Today he runs Enviu, a company that helps sustainable start-ups get off the ground. He also sits on several advisory boards, promoting sustainability and social entrepreneurship. **Text** Tim Skelton

To date Enviu has started five businesses, ranging from providing support to Indian auto rickshaw drivers, to producing dance floors that generate energy. It involves a global community of 10,000 people, and was rated among the “Top 10 innovative companies in the world” by *Fast Company* magazine. But how did it come about?

‘I come from a family of entrepreneurs,’ Stef says. ‘My parents ran financial services companies, so entrepreneurship was in my DNA.’ To prove it, he started his first company at 17 – an “online” (fax in those days) shopping service.

Stef soon followed his parents into financial services, working as a new business developer, and in business recovery. ‘We were working with companies on the verge of bankruptcy, with a view to turning them around,’ he says. Then in 2002 he started developing Enviu.

What was it that drew Stef towards sustainability? ‘It was a no-brainer,’ he says. ‘Around the age of 19, I went through a series of life-changing moments. It made me think about who I am, and about my place in the world. I asked myself: What has meaning to me?’

At that time, he was still working in finance. ‘I saw there were major flaws in the way we structure our economy,’



he says. ‘I wanted to explore new ways of doing business.’ His first attempts with existing NGOs and large financial conglomerates didn’t go as planned, so he decided to go it his own way, and founded Enviu.

And RSM’s role in this? ‘RSM opened my eyes to a lot of things,’ Stef says. ‘While studying I had time to reflect, and to take the “helicopter view”. The teaching staff helped me discover a new world of sustainability, and to explore how our economic system works – or doesn’t! They helped me create my own vision.’

Moreover, Enviu’s vision and mission – ‘How can we maintain our quality of life, end poverty and restore our planet’s ecosystems at the same time?’ – also stems from Stef’s days treading the Woudestein campus. ‘I wrote that while at RSM,’ he says, ‘and we still use it today.’

Crowdsourcing

Enviu’s concept of “crowdsourcing” means getting people around the world working

with a common goal. ‘I’m fascinated by the power of our collective intelligence and creativity,’ Stef explains. ‘What if you had 1,000 people, and could focus their creativity and energy? You could solve a lot of problems.’

With so many people involved, Stef admits there have been ups and downs. But he says getting the crowd to move in one direction was not as difficult as he thought. ‘We found a method to cooperate actively,’ he says. ‘It was all one big experiment at first. We didn’t have anything like Facebook. It was all email, MSN and ICQ. But it’s amazing to see how many people are willing to contribute to solve complex challenges.’

As one example, the company worked with one of Google’s founders on the Toxic Metal Challenge, developing a heavy metal self-testing kit for city-dwellers. Enviu made a business case and challenged toxicologists in 16 countries. ‘They developed 10 products,’ Stef explains, ‘and our partner is about to invest in three.’

Another Enviu company – ThreeWheels United – works on an even more ambitious scale. Five million auto rickshaw drivers in India live on around US\$3 per day. With no access to banks, they are left in the hands of money-lenders, condemning them to lives of debt. Their vehicles are also



Stef van Dongen engages with the audience at the recent RSM Alumni Day.

Stef was a guest speaker at the recent RSM Alumni Day event (see page 30), at which he shared his vision for creating sustainable businesses. ‘When the networks of RSM alumni meet together with the networks of academia and science, great things can happen,’ he says.

As for the future, even bigger plans are afoot. The idea is to offer the crowdsourcing model to companies, NGOs and governments, in a new concept called Enviu in the World. ‘We provide them with over 10,000 brains to co-create solutions for their specific challenges, and open up new networks. We let the crowd help them to come up

“ When the networks of RSM alumni meet together with the networks of academia and science, great things can happen.”

apparently responsible for 10 per cent of all the CO₂ emissions in India. Stef found this challenge inspiring. ‘We developed a three-pillar solution called MyAuto,’ he says, and explains that these provide the rickshaw drivers with financial services, additional income streams, and clean technology. He got 150 students from India and the Netherlands working on

reducing emissions, and making the technology affordable for drivers.

‘The drivers grasped the concept immediately,’ he adds. ‘They saw they could become small-scale entrepreneurs.’ Some 225 are currently signed up, and there could potentially be as many as 1,000 rickshaw drivers involved by the end of 2013.

with inspiration and innovation. That way we can leverage our impact and scale-up rapidly. By aligning with large partners, and tapping into and mobilising their crowds and expertise, we can make a really big impact.’ ■

WEB www.enviu.org

WEB www.stefvandongen.com

A JOURNEY OF SELF-DISCOVERY



When RSM MBA2013 student Layla El Zein decided to participate in RSM's Kilimanjaro Leadership Project, she had no idea how significantly it would transform her outlook and, potentially, her life and the lives of others. **Text** Miriam Young

Having come from an engineering background, Layla is now preparing to embark on an entirely different life, swapping this relatively conventional career path for one in the non-profit sector.

Layla's motivation for joining RSM's Kilimanjaro Leadership Project stemmed from her passion for the African outdoors. But as the expedition to climb the 5,895 metres of Mount Kilimanjaro in Tanzania got underway, its unique challenges soon turned this scenic adventure into a journey of self-discovery.

Preparation for the trip included sessions in which the anticipated physical and psychological pressures were described and explained in the context of practicing leadership skills. 'Participants were advised to set goals for themselves and I decided to focus on counteracting a defensive mechanism I had developed when dealing with other women in professional relationships following bad experiences in the past,' she says.

The nature of our working society has, some believe, caused many women to develop defensive barriers against their female colleagues. As an all-

female exercise, one of the Kilimanjaro Leadership Project's goals is to break down these barriers and help women establish and benefit from mutual trust.

With the presence of an exceptional group of women who supported each other throughout the expedition, this goal was readily achieved. Layla became a part of what she described as, 'an amazing and rare dynamic, which not only enabled me to become more open around other women, but also to maintain that openness since. I feel I have now found a balance that gives me the confidence to share my feelings without the risk of vulnerability'.

Inner qualities

Developing a healthier attitude to female relationships was just the start. As discomfort, pain, tiredness and even boredom started to intensify, the journey into the physical and psychological unknown began to reveal inner qualities that Layla never knew she had. These are qualities that are extremely beneficial to every leader, but are of even greater significance to those working in the non-profit sector.



Layla discovered she had developed an important ability to support the team around her without sharing her own difficulties. 'I also learned the discipline of self-control for conserving valuable energy, while becoming acutely aware of the impact that positivity, even in small doses, can have on others,' she says.

These realisations were confirmed during the hardest part of the climb, the



final 200 metres to the summit. Layla continues: 'We had been advised to focus on a mental distraction to get us through this most gruelling mental and physical part of the challenge. Introspective and exhausted, we progressed in silence. Yet the guides were singing and smiling. This small effort on their part was immensely powerful for lifting the team's spirits.'

Having concluded the climb, most participants entered a reflective state. Layla, however, found herself pre-occupied with observing the changes in group dynamics caused by small individual actions. 'I gained a higher sense of awareness of how the decisions of individuals impact an entire team and how cultural aspects and personal life-experience influence those decisions,' she explains.

Boosting confidence

Layla's experience on Kilimanjaro resulted in a huge boost to her confidence and self-awareness of her abilities to do so much more. 'I discovered how to find

patience and positivity, even in the most challenging of circumstances,' she says.

Armed with this new self-belief, she found herself with the mental energy to take a decision she had been putting off for a very long time: to make the dramatic life-changing step of switching her promising career in engineering for one in the non-profit sector.

'While many people believe they would gain increased moral satisfaction from a career in the non-profit sector, the lower rates of pay, and even the ability to get a job in a new field, present considerable barriers to pursuing the idea,' Layla observes. This was certainly her situation prior to embarking on the Kilimanjaro Leadership Project.

The catalyst that caused these barriers to dissolve was the purifying experience of spending seven days completely removed from modern urban society and its commercially influenced behaviours. 'This separation completely revised my perspective on what is important in life, reducing the relevance of material trappings and giving me the confidence to trust in my spiritual self,' she believes.

While it is not realistic to simply cast aside every connection to the society we live in, Layla has concluded that repositioning your life and restating your life goals is a feasible solution. 'Yes, there are trade-offs,' she concludes. 'But if that's all it takes to realise happiness through what you believe is your inner calling, they are easy to accept.' ■

“ I gained a higher sense of awareness of how the decisions of individuals impact an entire team and how cultural aspects and personal life-experience influence those decisions.” *Layla El Zein, MBA student (Class of 2013)*


IMPROVING THE IMPACT OF SOCIAL BUSINESS

Social impact is best achieved when you focus on the financial goals of your business plan, Prof. Justin Jansen told aspiring social entrepreneurs at this year's annual RSM Alumni Day.

Text Rebecca Morris

Business is the best tool we have for solving social problems – but we need to bring more business into social business if we are to achieve greater impact, Justin Jansen, Professor of Corporate Entrepreneurship at RSM and Scientific Director of the Erasmus Centre for Entrepreneurship told alumni at this year's annual RSM Alumni Day.

'Research shows that social companies that emphasise their financial goals achieve far greater impact than companies that do not,' he said. 'If you leave here today with one key message I hope it is this: if you want to have social impact, aim for financial growth and success. For corporations wanting to increase their profitability for the long term – look at integrating social goals into your strategic visions.'



Research shows that social companies that emphasise their financial goals achieve far greater impact than companies that do not.” Justin Jansen, Professor of Corporate

Entrepreneurship and Scientific Director, Erasmus Centre for Entrepreneurship.

Professor Jansen was one of four faculty members and four alumni leading sessions at this year's annual RSM Alumni Day, which had the theme of Engaging for Change: Making Business Social. Social businesses are businesses that are

not just socially responsible but proactively apply themselves to solving social issues.

More than 200 alumni from countries including the Netherlands, the UK, Denmark, Italy, Hungary and Belgium listened as some of RSM's leading academics presented their research findings, and alumni whose careers have centred around social business shared their experiences, painting a vivid picture of the current status of the sector, how it can achieve more, and who it can benefit.

Social entrepreneurship

Opening the event with the topic of social entrepreneurship, Prof. Jansen said it was a fast emerging field both in academia and in terms of the number of entrepreneurs opting to start social ventures. But many social enterprises were slow to grow – a fact that severely limited their ability to reach their social goals, he said.

'A social business must start with a viable business model that can attract financing and that is capable of generating revenue, jobs and value for shareholders,' he said. Social goals must be integrated into this model, co-existing alongside financial goals. 'As social entrepreneurs you need a business proposition that is compelling enough to attract investors who are not just looking for the "feel-good" factor but who will see you as a potentially profitable business.'

Importantly, social businesses can and should leverage their status as "social" to gain access to resources and achieve faster growth, for example, as a way of attracting new business partners. 'Many multinationals have social objectives and are thus looking for alliances with companies that can help them achieve this; find ways to partner with these companies,' he says. 'A trend you see with consumers is that

Prof. Justin Jansen (seated) listens to John Apesos at the RSM Alumni Day.



they are much more aware of social impact and sustainability. Use this information to influence consumers to buy your products and grow your business.'

RSM alumnus John Apesos co-led the session. Apesos is a "serial" eco-entrepreneur and the Managing Director/founder of vertical farming company Symbicity. Symbicity is currently developing technologies that will enable a commercialised vertical agriculture system in dense urban environments: cities will thus be able to feed their inhabitants using a fraction of the space currently used. (For more information about John Apesos and Symbicity, see *RSM Outlook* Winter 2012, pg34-35)

Apesos shared his experiences as a social entrepreneur: 'I do this for two reasons: because I want to make a positive contribution and because there are many more business opportunities in this sector than in others,' he said. 'When you have a good product that sells and you continue to improve that product – and it is something you believe in – you have the best of both worlds.'

Social goals and strategic vision

Bringing social objectives into your business model is not just good for the planet – its good for business, said Professor Jansen. 'Increasing your company's revenues and reducing its global

footprint at the same time may seem paradoxical – but the two goals are intimately linked,' he explained.

Research shows that companies that bridge financial and social goals achieve financial success faster than those that don't – and attain long-term competitive advantages, he said. 'Finding the right balance between social and financial goals is not easy and requires you to make trade-offs. But for corporations considering integrating social goals into their visions – it will positively influence your organisation's growth and long-term profitability.'

An ongoing challenge for large organisations, he said, was "selling" their social agenda to shareholders and investors from the broader financial community who are still sceptical as to its short-term payback. 'Having a social impact is important to fulfil long-term financial goals and we are currently conducting the research that is confirming this,' he said. 'If your company's shareholders and the wider financial industry know that a social agenda is important for profitability, they will make different choices.' ■

Erasmus Centre for Entrepreneurship

WEB www.irim.eur.nl/entrepreneurship

Symbicity

WEB www.symbicity.com

I WILL DO WHAT OTHERS
WON'T, SO TOMORROW I CAN -
DO WHAT OTHERS CAN'T

Dwi Rahmi Labbaika, Indonesian
Student, BSc International Economics and Business

THE BUSINESS OF

As part of their contribution to the recent and well-received RSM Alumni Day, the theme of which was 'Engaging for Change: Making Business Social', Jan van den Ende, RSM Professor of Management of Technology and Innovation, and Valér Merényi, Managing Director of WSI Media Consulting, and RSM alumnus, shared their insights into the value and practicalities of social media in business. **Text** Joe Figueiredo



Valér Merényi (left) and Prof. Jan van den Ende (right) discuss the business value of social media at the RSM Alumni Day.

According to Prof. Van den Ende, author of several publications on social networks and innovation, 'social media - especially blogs and social networks - promotes a sense of community, belonging and identity by sharing information and experiences. Crucially, it allows people to bond with family and friends, and build personal relationships with like-minded peers.'

What makes this newish kid on the block so compelling and appealing is its interactivity and immediacy, thanks to the internet and the software technology that allows us to create, modify and publish content on a website instantaneously and with ease.

And more businesses are taking notice, finally. 'The biggest mistake a company can

make is to ignore social media,' warns Valér Merényi, a seasoned banker and digital strategy consultant.

But why should business be interested in social media? 'With the coming of the internet, we have seen the common man gain much wider access to information and people,' says Merényi. 'This is power. Social media has enhanced this power even further by giving internet users the ability to find and mobilise support and influence public opinion, quickly and easily. There is no escaping. I have advised many CEOs to recognise and accept social media as part of their business model, even if they choose a reactive approach,' says Merényi.

According to Merényi, even if they do not want to be proactive with social media, businesses need, at minimum, to monitor (and react accordingly to) what is being said about their brand and products on important social networks, specialist blogs and forums; but also e-commerce sites like Amazon.com, where consumers review products and customer-service issues such as delivery and product support. When their reputation is tarnished, companies need to go into damage-control mode, making use of the agility of internet technologies to contain and repair the damage swiftly and effectively, sometimes using their loyal following of 'social ambassadors'.

Crowdsourcing

'Social media is more than just blogs and social networks,' explains Prof. Van den Ende. 'Companies can co-develop products online using crowdsourcing, a common practice where

SOCIAL MEDIA

a large online community is invited to contribute ideas or solve posted business problems.'

Even though companies have the ability to develop and market remarkable products, they cannot keep doing this indefinitely. Collaboration could be the answer, especially with help of the internet. 'Under its online Connect and Develop strategy, Procter & Gamble was able to collaborate intensively with Japanese firm Unicharm to successfully bring the now-popular Swiffer Duster to market,' says Prof. Van den Ende. 'In fact, P&G has brought hundreds of new products to market with help from external inventors, academics and companies.'

However compelling, social media cannot be implemented without due thought. Initiatives should be well designed (what are my goals?), well-planned (do I have the required infrastructure in place?) and especially well-resourced (do I have qualified people, and enough of them?).

'When Dell Computers launched in 2007 its initiative IdeaStorm – a website that invited the public to suggest ways of improvement in order to help Dell determine what the public wanted – it initially backfired because Dell could not cope with the overwhelming response,' reports Prof. Van den Ende. 'Contributors complained about the lack of response and the initiative started to

“ There is no escaping. I have advised many CEOs to recognise and accept social media as part of their business model... ”

Valér Merényi, Managing Director of WSI Media Consulting and RSM alumnus.

Crowdsourcing is also used in the service industry. 'The Royal Bank of Scotland introduced Ideas Bank, an online portal where customers can post their ideas about how the bank can improve its services,' says Merényi. Another area is in resolving various problems and issues. 'InnoCentive is a company that crowdsources innovation problems. The smartest people compete – for a financial reward – to provide ideas and solutions to important business, social, policy, scientific, and technical challenges,' says Prof. Van den Ende. 'The InnoCentive community now counts more than 270,000 solvers, and thousands of problems have already been posted on the site, half of which have been solved.'

Social media is unique in its interactivity and followers are fiercely loyal, so it should not be misused. 'A common mistake companies make is to use, or abuse, social media as an additional marketing channel to promote their products and services,' warns Merényi. 'Remember, it's about dialogue, and engagement.'

hurt the image of Dell, instead of advancing it.'

Companies intending to use social media should identify key stakeholders and beneficiaries and make sure they understand and accommodate stakeholder wishes and requirements. It's also important to make sure that company employees are engaged and key people are educated: 'You'd be surprised at the number of marketing executives who are totally unfamiliar with social media, thanks to their fear of new technologies and privacy concerns,' Merényi explains.

And finally, an interesting parting thought from Merényi: 'When sceptical clients ask about the return-on-investment for social media, I remind them of another fundamental communication channel: the call centre. Nobody needs to justify it financially any more; it is a given. The question is more about its proper planning and execution. The same goes for social media.' ■

WEB www.wsimediaconsulting.nl

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

Niek de Neijts, Dutch
Student, BSc International Business Administration (IBA)

HELPING COMMUNITIES THROUGH CROWDFUNDING

The concept of encouraging sustainable life-enhancing investments in poor countries is something no one could find fault with. Building low-cost but good quality homes for under-privileged people in countries like Ghana, Nigeria and Nicaragua, for instance, is self-evidently worthy and just one of the social ventures being driven by RSM alumnus, Stef van Dongen. **Text** Brian Bollen

This is not aid, or any other form of government or non-government subsidy that can be lost at a moment's notice and on an official's or politician's whim, he adds. The very people who will live in the houses will be participants in the project. Prof. van Tulder goes on to explain that money is just a small part of the overall project. 'It will trigger the energy of the local people, generating ideas, initiatives and other sustainable social programmes,' he predicts.

The project will be funded by combining the power of two of the major driving forces in the developed world: the internet and crowdfunding. The internet has fast become a utility almost as essential as water and power. Crowdfunding is proving to be an increasingly popular way of accessing finance for projects that might otherwise never make it off the drawing board. Bringing the two together could help Stef van Dongen to raise funds from anyone anywhere in the world, Prof. van Tulder suggests, taking international solidarity and creative co-production to hitherto undreamt of levels.

Stef van Dongen is enthusiasm personified on the subject. Born into what he describes as a family of entrepreneurs, he started his first company at the age of 17 and has been doing it ever since. Previously he focused on starting up new companies or rescuing ailing companies from bankruptcy. Today he is working on something quite different. His flagship company is called: Enviu.

The company's own words tell the story quickly and excitedly, to the point of breathlessness. 'Enviu starts world changing companies and communities,' it says. 'These companies and communities are [designed] to

The concept of building low-cost housing has inherent challenges. The first is financial: the lack of finance to enable construction to take place. The second is architectural: building homes that are inexpensive enough for the target market while offering what the western world might still quaintly call modern conveniences, but what others call modern necessities.

Social entrepreneur Stef van Dongen outlined this scenario at the RSM Alumni Day in April. After studying Global Business and Stakeholder Management at RSM, Stef was inspired by his learning experience under Professor Rob van Tulder to set up his own social ventures, of which one has the aim to improve housing for poor people in countries like Ghana, Nigeria and Nicaragua.

A central objective is not just to ensure that houses are built to a good standard, but that they also generate a financial surplus that can be put to good use. 'The aim is not to make money from building houses in order to make money, but to build more houses, and to ensure that all are maintained to a satisfactory sustainable standard,' says Professor van Tulder, ramming the point home.

solve social and ecological issues. Their products and services serve to increase the quality of life for as many people as possible and benefit our planet.

‘Our community of over 10,000 people from all age groups and backgrounds in 30 countries around the world helps us to generate ideas. To actually realise our start-ups, we work together with entrepreneurs, companies, investors, and governmental and non-governmental organisations.’

INURBA is the company that has pledged to build low-cost housing. The way that Stef van Dongen tells the story, the procedure was simple and quick. ‘INURBA is the result of a crowd source challenge,’ he recounts. ‘A Dutch architect living in Ghana identified a problem and came to us with it. Around 300,000 people a year are migrating from slums to lower middle class housing, but



Stef van Dongen (left) and Prof. Rob van Tulder (right) at the RSM Alumni Day.

“ The challenge process starts with inspiration. After the inspiration comes the sanity check. Then, once you have a business concept you can do a feasibility study.”

RSM alumnus Stef van Dongen, CEO and Founder of Enviu.

the required homes don't exist. Mass mortgages are not available in Ghana, and landlords are abusing people.

‘We found a United Nations study that showed he was right, and we challenged our community to come up with a solution. The challenge process starts with inspiration. We asked: “what is happening in your country around sustainable housing?” After a month or so, you have a clear picture of what is happening and what networks might be available to take the process further forward towards a solution.

‘After the inspiration comes the sanity check: then we asked our community to come up with creative ideas. People in Shanghai, Rome, London and many more places organised brainstorming sessions, people in other countries reacted to the results, and this led to a business concept. Then, once you have a business concept you can do a feasibility study.’

In three months Enviu had 3,000 architects in more than 40 countries working to design a house within the parameters on cost and materials which had been established throughout the process. No fewer than 250 teams each produced a design. These were whittled down to 10, of which two have been built.

An entrepreneur validation phase then followed, to identify the right entrepreneur to lead the business and prepare to build the first 500 homes: 250 in Nicaragua and 250 in Nigeria. Despite being the original source of inspiration, Ghana is lagging behind, explains Stef van Dongen. ‘We need to do more work there establishing relationships with banks and pension funds,’ he says. In the meantime, crowdsourcing and funding is continuing to grow, to evolve and to mature. ■

WEB www.enviu.org

SOCIAL CHANGE THROUGH A CIRCULAR



Distinguished RSM alumnus Robert-Jan van Ogtrop (pictured above) proposed a radical shift away from today's linear economic model towards a circular economy during his keynote presentation at the recent RSM Alumni Day. Co-speaker, Assistant Professor Karen Maas says that research supports this perspective. **Text** Christine Hayes

Crisis is an indicator of the need for change. Instead of today's linear economic model, Robert-Jan van Ogtrop, who received RSM's Distinguished Alumni Award in 2012, proposes a radical shift towards a circular economy. 'It isn't enough to try to adapt existing processes,' he says. 'The problems we're experiencing now are embedded in the system.' The action-driven Circle Economy platform, which he founded, offers a springboard to achieve that change.

Research results support Van Ogtrop's perspective, says Karen Maas, Assistant Professor in the Department of Business Economics at Erasmus School of Economics, who joined Van Ogtrop on RSM Alumni Day to discuss modern measurement tools that could

support the shift to the circle economy. 'Business is driven by a focus on output, reinforced by the quarterly financial reporting pressure,' she says.

Additionally, performance is measured according to lagging indicators, making it impossible to redirect non-sustainable activities. 'The result is a gap between stated sustainability missions, and reported strategic activities to realise those missions,' says Maas. 'We need integration of strategy and actual impact measurement, rather than focusing on output alone.' Steering on impact means understanding the societal effect of companies' output, and translating the impact back into a return on investment, based on business opportunities arising from sustainable activities.

Nature rules

Robert-Jan van Ogtrop's commitment and passion for creative solutions to today's crisis is based on his own broad experience, and the – quite literally – down-to-earth insight that now guides his activities. 'Insistence on growth, growth, and more growth has resulted in a total disconnection from the earth we live on,' he says.

'The short-term shareholder value model just doesn't work,' he believes. 'Instead of depleting the earth's finite resources through a linear "take, make, and waste" approach, we need to reconnect and learn from nature. Nothing is wasted in nature. The relatively recent focus on sustainability by business and society is a step towards longer-term environmental realignment. Now we must go further: from conceptualised missions to strategic integration by means of innovation and real value creation.'

The urgency of an accelerated shift to a circular economy is emphasised by the complexity of the ongoing crises, which include finance, the environment, ethics, and

ECONOMY

society. Because of this complexity, no single organisation or government can handle it alone.

As Van Ogtrop comments, keeping important information to ourselves to achieve a competitive edge is counter-productive. The non-profit Circle Economy co-operative provides an environment that is non-threatening, objective, open and inclusive, where all the stakeholders work together. 'We can go much further this way,' says Van Ogtrop. 'And everybody benefits.'

The Circle Economy platform is action-oriented, using input from existing think tanks in educational and scientific research centres, such as TNO in the Netherlands. 'We show companies how to transform from a linear to a circular system,' says Van Ogtrop. The platform uses a scan tool to analyse an entire value chain, bringing very diverse players together.

'People within a value chain who have never met before become aware of the impact they have on each other for the first time,' he explains. 'In the textile industry for example, manufacturers learn from fashion designers, retail outlets learn from local municipalities, who also learn from charity organisations about recycling issues. It leads to very creative ideas and new business models.' The circular projects supported by the platform accumulate to create breakthrough areas, enabling further breakthroughs for new members of the platform.

The Circle Economy approach is not just about the multinational corporate world, it applies equally to small and medium-sized companies, the material sciences, education and legislation – because all are implicated. 'We already have dozens of projects underway in companies, and we expect that soon to become hundreds,' says Van Ogtrop. 'We need more members, to broaden the scope and reach of Circle Economy activities. All applicants are required to start a circular project within their organisations,' he explains. 'We don't do "greenwashing".'



Karen Maas - wants to see a shift towards impact measurement.

Wider perspective

As research shows, linking serious strategic activities to the corporate mission can eliminate "greenwashing". Performance indicators must reflect the societal impact of business activities, as well as financial results. 'We have to get away from financial reports providing no underpinning for wishes to contribute to society,' says Karen Maas. Reporting on wide-scale training programmes is only helpful when the training is related to changes in employee and corporate behaviour. Companies must focus on leading indicators that allow them to influence outcomes.

We need a shift from output to impact measurement. 'If we want to get to sustainability, how can we best do that? If we want to invest in creating value for society, what kind of choices do we have to make? What are the right choices? These are the questions that need to be asked,' she says. 'Companies need more space to do what they want to do, instead of having to react to short-term pressures. We need to enlarge our focus.' ■

WEB www.circleeconomy.com

YOUTUBE <http://youtu.be/8DCvRavWSeo>

I WILL DELIVER UPON MY PROMISES

Janis Berdigans, Latvian Student, BSc International Business Administration

REINVENTING THE FUTURE AT RSM'S LEADERSHIP

What will the business landscape look like in the coming years, and how can executives make sense of the shifting dynamics that are affecting the global balance of economic power and altering forever the nature of international business? The answers can be found at the fifth annual RSM Leadership Summit, which takes place in October. **Text** Dorine Schreiner

With business confidence low and unemployment high, how can the Netherlands stimulate growth and prepare for the future by building the next generation of business? The key to survival is reinvention: because exactly as products have life cycles, so do companies – and countries.

Highlighting the challenges ahead and the need for nations to rethink their country's branding, British Prime Minister David Cameron commented earlier this year that: 'A new global race of nations is underway in a race for the jobs and wealth of the future...' He also said that: 'Europe is being out-competed, out-invested, out-innovated, and it's time we made the EU an engine for growth.'

Look to the future

One development of great interest for leaders – of companies and countries – is the trend for forward-looking multinational organisations to reassess their outsourcing and offshoring strategies. An article published in *The Economist* in January of this year stated that by 2015 it will cost as much to manufacture goods in China as it would in the USA. This is influenced by factors such as the dramatic rise in Chinese labour costs, logistics overheads and distance from markets.

If the trend continues, and there is every reason to think it could, then might

we see the resurgence or repatriation of manufacturing in countries that, over the last few decades, dedicated themselves to developing service-based industries as a replacement for their declining manufacturing sectors? It's a very big question; the answers to which could have major consequences for nations and industries.

With such concerns developing like storm clouds on the business horizon, what can executives do to prepare? At the RSM Leadership Summit, which will take place on Friday 4 October 2013 at the Beurs-World Trade Center Rotterdam, managers with instincts that go beyond mere business survival can learn much from multinational corporations whose approach to uncertainty is to make planning for and investing in the future a fundamental part of their corporate strategies.

Theo Backx, Executive in Residence at RSM and initiator of the RSM Leadership Summit states that: 'We need to ask ourselves: what does business bring to the Netherlands? What are our strengths? When we know the answers, we must figure out how to develop our reputation as a country and in doing so ensure a better future for future generations.' He also says that each country should focus on its responsibilities, and define its unique selling points, such as the



SUMMIT



manufacturing expertise of Germany and Japan. 'It's about exploring, building upon and improving the position of your country in the world.'

Influential decision makers

Highly influential senior decision makers, responsible for leading multinational organisations into the future, will share their unique and inspiring perspectives at the RSM Leadership Summit on how companies can best prepare for the dramatic business, societal and political shifts that are expected in the decades ahead. One speaker is Lodewijk Hijmans van den Bergh, Executive Vice President and Chief Corporate Governance Counsel at Ahold. He, like the other top tier speakers at this year's event, has experience of helping a corporate business prepare for the future while tackling multiple issues across an organisation.

Each keynote presentation will be followed by a debate with a member of RSM's world-class faculty who has unrivalled expertise in an area such as strategy or logistics.

New business models

By being flexible in their business strategies, multinational organisations can respond to global changes. 'Companies should find new focus points and remember that they have competition. They need to figure out the exclusiveness of what they have to offer,' says Backx. He also stresses that companies should concentrate on the relevance of their business models: 'Is the focus right, or should you adapt and move to a more diverse approach?'

The repatriation of manufacturing mentioned earlier offers immense potential for sorely needed innovation in areas such as labour markets. It is through innovation that companies succeed, markets grow, employment rises and economies bloom. For the dream of a blossoming economy to work in reality, employers and government agencies need to harness the unique skills and knowledge of local labour forces and turn them into a compelling competitive advantage at both company and country levels.

Expert insights

Like many other nations, the Netherlands has no shortage of the knowledge, experience and networks it needs to reinvent its own future. As old business and management models lose their relevancy, the pioneers of the new world will need innovative strategies and next generation business models. However, passion, energy, ambition, strength of



character, entrepreneurial spirit, and the will to succeed, are essential traits. Using these qualities effectively will not only lead to the reinvention of business, but will also ensure its sustainability.

To conclude, Backx says: 'The RSM Leadership Summit presents a rare opportunity for those who attend to gain insights into the corporate perspectives and the mindsets of senior executives from some of the largest companies in the world. Attendees will be able to identify with the challenges faced by these companies as they relate to their own businesses, and learn from our high-profile speakers to think critically about how they should be addressed given an understanding of the bigger global picture. By providing managers with a clear vision of the future, they can look to make their businesses stronger, and in doing so, make our country stronger.' ■

The RSM Leadership Summit takes place Friday 4 October 2013 at the Beurs-World Trade Center Rotterdam. Speakers are being confirmed as RSM Outlook went to press. For the latest updates and to register, please visit: www.rsm.nl/leadership-summit

Illustration: Powerhouse Company & DeZwarteHond



NEW CAMPUS LOOKS TO THE FUTURE

In September this year, the first phase of the redevelopment of Erasmus University's Woudestein campus will be completed. Coinciding with the university's 100-year anniversary, this will represent the first milestone in a master plan to modernise the entire campus infrastructure in a way that looks ahead to the next 100 years. **Text** Miriam Young

The Campus under Construction project was conceived to bring about a more attractive and vibrant environment that's conducive to changing educational practices and meets modern residential and recreational needs. Situated between the axes of two main roads, the rejuvenated campus will have a clearer infrastructure and better defined entrances. Internally, a new layout has been designed with practical, social and well-being considerations in mind.

Consultation with many of the university's international students revealed a strong preference to live on campus rather than in the city. This is being addressed with the construction of 270 accommodations, which will become available in September 2013, in time for the new educational year. A two-level parking garage is also being built to house the vehicles of employees, students and guests and, of course, there will be plenty of space for additional bikes.

Day-to-day needs of all students are being met with the building of new retail facilities, a fitness centre and the Erasmus Pavilion, which will be the recreational heart of the campus. Incorporating a café and theatre, the Erasmus Pavilion will host events, parties and other festivities that provide opportunities for people to get together.

Binding everything in a harmonious fashion, the Erasmus Plaza will be a 30 metre-wide avenue adorned with trees and flanked on one side by a large pool of water. This outdoor area is designed to become both an effervescent meeting point and a pleasant place to relax, functioning as both thoroughfare and destination.

While this first phase has focused on the major redesign of the campus layout, phase two will concentrate on interior renovations. Changing educational

“ ...the Campus under Construction project represents a perfect balance between modernisation and preservation.”

practices have seen class sizes become smaller while an increased number of different classes have become available.

This shift in lecture structure is expected to continue and calls for having a larger number of smaller classrooms available. Existing buildings will therefore be restructured internally to accommodate this.

Meanwhile, office space used for research will be modernised to have a more open feel while making more efficient use of the available room. The library building, with space for 800 students, will be closed for a year while it undergoes restoration. In its entirety, the Campus under

Construction project represents a perfect balance between modernisation and preservation. The fundamental challenge faced when planning it was how to accommodate an increasing number of students and faculty within the same ground area, without changing the ratio of built-on land to green outdoor spaces.

Recreational facilities are essential for well-being, which, in turn, is conducive to more successful studying. So any move to house and educate a larger number of students had to consider both aspects equally. The international nature of the campus was also a major influence in the design of spaces that will encourage

strangers to get to know one another. Naturally, environmental sustainability was also a major aspect. The restructured outdoor space has exactly the same proportions of water, trees and grass as it did before, while green roofs on the buildings increase the overall presence of air-improving plant life.

All buildings are designed for maximum energy efficiency, making use of proven solutions such as solar panels and sensor-operated lighting. This efficient energy use combined with the green roofs satisfies the municipality’s requirement for a 20 per cent reduction in CO₂ output. ■

THE NEW RSM STORE, NOW ONLINE!

Always wanted an RSM hoodie, mug, tie or bag? You can order a wide range of RSM branded items online!

Visit RSM’s online store and have your purchases delivered straight to your door.

WWW.STORE.RSM.NL



ROTTERDAM SCHOOL OF MANAGEMENT
ERASMUS UNIVERSITY



MAKING A NAME

In October 2012, RSM opened an Amsterdam office, located in the thriving Zuidas business centre. The move testifies to the school's commitment to respond to the need of companies, business professionals, and partners in the capital, all of whom want easy access to RSM's services.

Text Christine Hayes

Since its opening, the office has grown to five people, who use the location to serve executive education needs in the area, interview potential candidates for the MBA programmes, help students with queries on the master or bachelor programmes, and to organise local events and seminars. The overall response has been welcoming and enthusiastic.

'One main focus is to get close to, understand, and help these groups in this area,' says Amsterdam Office Head, Bradley Lang. 'We also find it important to listen to companies, understand their strategies, and discuss how people development can help them. From that position we can tailor programmes, seminars and webinars more precisely to their needs.'

Achievement of the primary objectives of the office are already well on track,

following a well-attended official opening event, a webinar on the topic of *Integrated Reporting*, and the first in a series of top executive education, open enrolment programmes to be held in Amsterdam, this one on *The Essentials of Leadership*. Theo Backx, interim head of RSM's Executive Education and Organisational Department (EEOD) is highly satisfied with the success of the Amsterdam office to date, as indeed is the Dean of RSM, Prof. Steef van de Velde, who sees it already exceeding expectations.

Smart resources

One of the main thrusts of the Amsterdam office is related to executive education. The office offers an excellent central location for RSM faculty members and EEOD to meet with interested partners from the Amsterdam area. 'We have the resources and locations to provide local and international companies in the Netherlands with effective business development programmes,' says Lang. 'Our faculty members have considerable expertise in the fields of leadership, strategy, finance, accounting, and marketing, for example, and can deliver cutting-edge seminars or run tailor-made, in-house development programmes for executives and business professionals.'



“ We have the resources and locations to provide local and international companies in the Netherlands with effective business development programmes.”

Bradley Lang, Head of RSM Amsterdam Office (with Maja Cerim, Events Project Manager).

IN AMSTERDAM

The Zuidas business centre is an ideal location, where many current and potential clients have their premises.

Interested partners

Events have indeed exceeded expectations so far. Some 86 per cent of the participants in the webinar on *Integrated Reporting* returned a rating of good to very good. The *Essentials in Leadership* open enrolment programme received a 4.7 rating (on a scale of 1-5).

A brand new executive education programme for accountants has been developed in response to the needs of the market. A number of potential MBA candidates have already been interviewed in the office, and a plethora of questions, requests, and comments has been received and processed with regards to the master and bachelor programmes.

The media has also welcomed news of RSM's arrival in Amsterdam: Steef van de Velde and Theo Backx gave a 45 minute talk on local business radio station BNR, and *Hello Zuidas* magazine has published articles about the school.

'RSM has a very good reputation,' says Lang. 'Business people are interested in meeting with us.' And they're interested in what RSM can offer: thought-provoking and challenging business programmes, top quality academia, exposure to other experienced professionals, ground breaking research, and all of the other aspects needed for survival in a tough business environment.

New programmes

A number of executive education programmes are planned in Amsterdam this year: the RSM Diploma, a 2-week

'mini-MBA' covering *Leadership, Finance, Marketing & Strategy* in June; *Strategy Consultants Approach to Problem Solving*, in September; and *Effective Negotiating Skills* and *The Art of Project Management* in November.

'We will also offer tailor-made programmes,' says Lang, who points out that clients have the option of training at RSM's premises in Rotterdam, in their own facilities, or at a third party venue such RSM's partner, the Elicium RAI, in Amsterdam.

RSM Amsterdam has creative ideas about more new events aimed at bringing companies, business professionals and the large alumni base in Amsterdam together with RSM's faculty members, in face-to-face seminars or webinars, for breakfast or lunch sessions or evening classes.

'We want to have places where we can share the latest business thinking and ideas, listen to people, and potentially create new products that make sense for the market,' says Lang. As he points out, the business world is changing radically. It's important to meet with clients locally and find out exactly what this means in terms of their needs.

For more information about the activities of the RSM Amsterdam office:

WEB www.rsm.nl/amsterdam

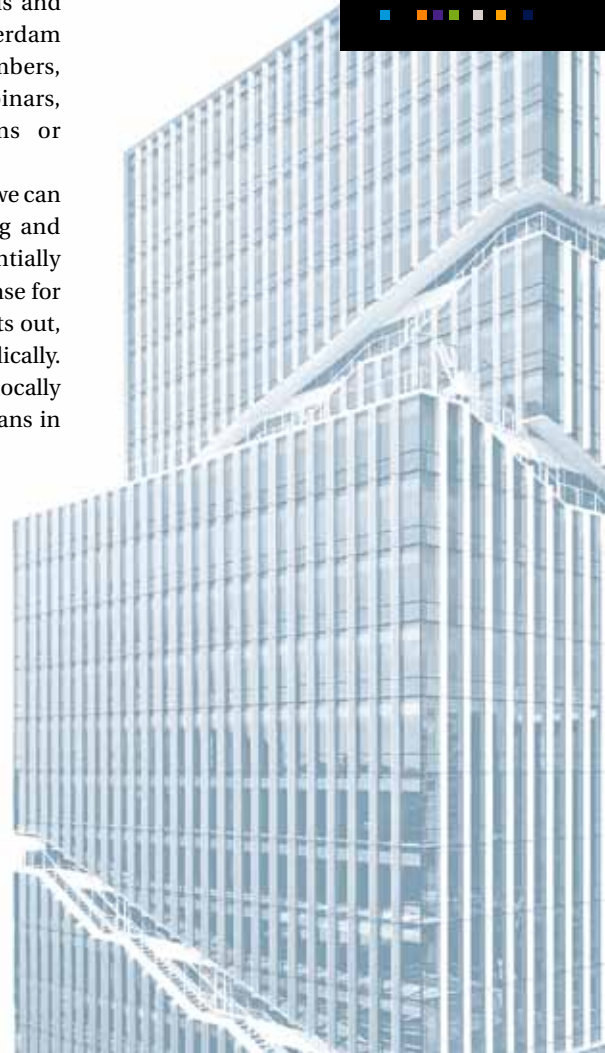
You can reach the RSM Amsterdam office direct by contacting Bradley Lang

EMAIL brlang@rsm.nl

TEL +31 (0)20 820 1832

I WILL MOVE BORDERS

Aouatif Tawfik, Dutch / Moroccan
Executive MBA 2013
Program Manager City of Amsterdam



THE VIRTUOUS CIRCLE

When science and business are united in a neutral environment where common goals can be explored, each party learns much from the other and the end results yield benefits for everyone. This is the motivation behind RSM's Centres of Excellence.

Text Rebecca Morris

Several years ago FloraHolland, the world's largest flower auction, agreed to provide researchers at RSM's Learning Agents Research Group (LARGE) with data on the trading activities between buyers and sellers on their auction floor. After a period of analysis, RSM submitted a proposal: the introduction of a "learning agent" that could improve human decision-making and thus the fit between buyers and sellers – in turn yielding system-wide economic gains for the company.

FloraHolland reciprocated with two large grants – enough to fund the development of the software – and opened their doors to a partnership that has since seen the software tested, approved, and put into action on the auction floor.

'This is the sort of research we are aiming for: the realisation of research in practice,' says Wolfgang Ketter, Associate Professor of Information Systems at RSM and Director of LARGE. 'For me, it's not enough if groundbreaking research stays

at the theoretical level. When our results are applied, the data feeds back into our research giving us the opportunity to further improve.'

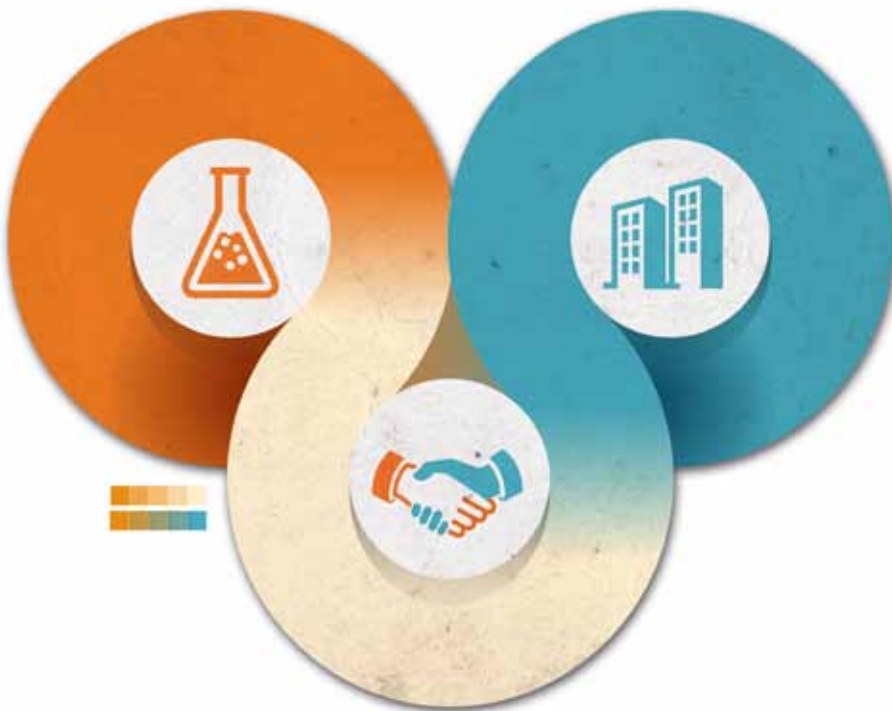
This virtuous circle – whereby business learns from science and science from business – is one towards which RSM is increasingly aspiring. Over a 10-year period the school has inaugurated 35 "Centres of Excellence". The *raison d'être* of each centre is to create that knowledge freeway between RSM's scientific research – ranked amongst the world's best – and the worlds of business, society and policy-making.

'These centres provide a powerful platform for reciprocal learning,' says Dean of RSM, Prof. Steef van de Velde. 'They represent an entirely new organisational structure.'

Bridging the divide

Unlike an academic department, Centres of Excellence are oriented around an industry or sector. Stakeholders from academia, business, government and non-profit organisations are invited to contribute to the agenda, where the objective is to create forums for knowledge sharing (via seminars, conferences and other events) between international decision-makers and cross-disciplinary experts.

Like all well-designed collaborations, these centres aim to yield benefits for everyone. Interaction with industry helps to keep RSM's researchers attuned to the needs of the external world. This helps ensure the relevance of the school's research agenda and that the curricula of its programmes deliver the know-how most sought by organisations.



“ These centres provide a powerful platform for reciprocal learning. They represent an entirely new organisational structure.” Prof. Steef van de Velde, Dean of RSM.

For executives participating in these events, the centres provide a rare, neutral environment in which they can interact with peers and competitors. ‘RSM is not a consulting firm or a competitor but a trusted third party,’ says Prof. van de Velde. ‘We know that managers are very eager to share concerns and insights with their peers and this is a unique opportunity for them to do so.’

Some Centres of Excellence are small, virtual communities comprising a handful of scientists and executives. But an increasing number are becoming powerhouses of expertise, generating innovative research and genuinely revolutionary tools for businesses. At the Erasmus Centre for Future Energy

Business, scientists with backgrounds as diverse as computer science, artificial intelligence, economics, and psychology are collaborating with industrialists and entrepreneurs across seven countries to create a platform that will enable them to model the interactions of consumers in the “Smart Grid” of the future.

A key part of the Cassandra Energy Project – a pan-European project awarded funding of €3.64m from the European Union – is the development of a “human agent”, software that is capable of learning a consumer’s preferences and thus literally acting on their behalf – for instance, in choosing when and how much to charge their electricity system

to capitalise on low prices and energy availability.

Eventually the software will be incorporated within Power TAC, a simulation platform developed by the Learning Agents Research Group at Erasmus (LARGE) together with other researchers that provides a test bed for developing the capabilities of “learning agents”, which will become increasingly important in many areas of business in the future.

These two projects – Cassandra and Power TAC – offer very real benefits for business, as Ketter, Co-Director of the project, explains: ‘As the energy landscape shifts to include more volatile, renewable energy sources, the harder it will be to manage,’ he says. ‘We are working to give companies and policy-makers a tool that

will allow them to test the potential effects of different policies before committing to costly infrastructure. At the Erasmus Behavioural Lab we have the resources to develop the highly intelligent algorithms needed to help governments and organisations manage this.’

It is a scenario that captures the Dean’s vision for the school: ‘Our goal is that these Centres of Excellence will both increase the impact of RSM’s academic output and give organisations the possibility to prosper in ways they might not without access to this level of scholarly research.’ ■

More information on RSM’s Centres of Excellence can be found at:

WEB www.erim.eu.nl/research

REFINING TOMORROW'S MANAGERS

As the inaugural RSM management programme for Kuwait Petroleum International (KPI), set up by the school's Executive Education and Organisational Development department (EEOD), moved into its second and final stage, early evaluations of its success were already beginning to form. All were distinctly positive. **Text** Brian Bollen

Hans Horstink, RSM programme director, and learning consultant specialising in organisational development, reports that: 'We are very pleasantly surprised by the skill, knowledge and attitudes of the participants in the first Q8 Business School.' Further, he says that 'everyone proved to be very enthusiastic, and energetic. Even though this is a competitive programme, there was a very good team spirit from day one. People worked together, studied together, worked as teams and supported one another.'

The programme was very much a KPI initiative. The company, the downstream international subsidiary of the Kuwait national petroleum company, whose core business is refining oil, blending it and distributing the results in Europe and Asia, initially invited several business schools to tender for the project.

The reasons identified by Hans Horstink for RSM's success in clinching the mandate included the quality of the design and content of the proposed course, a willingness to work closely

with the management of the sponsoring company, and the personal chemistry between the key players.

The programme boasts a number of differentiating features. One, it is one of the biggest projects that RSM's EEOD department has undertaken for clients. Two, it is compressed into a single 10-week programme rather than delivered in discrete modules. Three, while RSM normally works with client companies to train employees with varying degrees of experience, none of the participants in this inaugural programme was yet employed by KPI.

Joke van Wieringen (pictured), KPI's corporate learning and development manager, devised the notion of setting up a dedicated business school, populated by 50 young graduates with a degree in a range of subjects from a recognised university. The Q8 Business School will be used as a Corporate Social Responsibility activity to develop the fresh Kuwaiti graduates, as well as a recruitment and development tool. These approaches are in line with KPI's vision to be steered

by a multinational management team, including Kuwaiti nationals, in middle and senior managerial positions.

'We are committed to helping talented young Kuwaiti graduates develop an international career by exposing them to the latest business thinking and ideas in Europe,' she said. 'We are partnering with one of Europe's leading business schools. RSM has built a strong reputation. It is amongst the one per cent of business schools worldwide that is accredited by all three international, independent accreditation bodies; AMBA, EQUIS and AACSB. The Triple Crown denotes the quality of RSM's training.'

'Most participants have a background in engineering, business or finance,' says Hans Horstink. 'The idea is to give them a good start in management, and the list of topics covered in the programme is broadly equivalent to those you might expect to find included in an MBA.'

More than 300 of Kuwait's graduates applied for a place on the programme. An initial group of 180 candidates was selected for testing by RSM. A total of 83



“ We are committed to helping talented young Kuwaiti graduates develop an international career by exposing them to the latest business thinking and ideas in Europe.”

Joke van Wieringen, Corporate Learning and Development Manager, KPI.

passed those tests, and the final 50 were selected based on scores in the selection process, their grade point average and the result of an interview with a panel of KPI executives. Most participants are aged 20-25 (the latter being the maximum age); the youngest is just 19.

‘From the large number of applicants, it is clear that they appreciate the value of this opportunity and we are delighted with the very high calibre of those we have selected,’ Joke added. ‘The graduates will benefit from top quality business training. Up to 20 of the graduates who demonstrate the greatest potential – based on a final examination and assessment – will be recruited by KPI and go on to

further practical training in one of KPI’s businesses in Europe or the Far East.’

The RSM team, headed by Hans Horstink and Academic Directors Prof. Pursey Heugens and Prof. Frank Hartmann, consists of a large team of RSM faculty members and external trainers. Working together with a core team of KPI managers and staff the RSM team designed a varied and challenging 10-week management programme, which includes sessions from world-class RSM lecturers, management simulation exercises, case studies, real-life business projects, presentations, interactive sessions with guest speakers and a real-life KPI business challenge.

RSM’s existing infrastructure, which has proved itself capable of adapting well to different nationalities, creeds and sensitivities, played a part in the selection process. All the participants in the programme are, almost by definition, Muslims. As it has long been normal for Muslims to feature prominently on the RSM campus, it has the facilities in place to meet everyday special needs, including prayer facilities and the preparation of halal food.

The initial contract is for a period of three years. EEOD is optimistic that it will provide a solid foundation upon which to build a long-term relationship with KPI. ■



AMBITIE?

BOOST JE CARRIÈRE MET DE PARTTIME MASTER BEDRIJFSKUNDE IN ROTTERDAM

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

VOORLICHTINGSVONDEN
EN OPEN DAGEN, ZIE WEBSITE

WWW.RSM.NL/PARTTIME-BEDRIJFSKUNDE

ROTTERDAM SCHOOL OF MANAGEMENT
ERASMUS UNIVERSITY

RSM
Erasmus
ERASMUS
UNIVERSITY

FORTHCOMING EVENTS



8 June CELEBRATING 100 YEARS

Spend an afternoon with journalist, editor and presenter Matthijs van Nieuwkerk, a host of special guests, and an expected audience of around 1,000 alumni as part of the celebrations marking the centenary of Erasmus University Rotterdam.

For information about the event, and to register, visit
WEB <http://alumnievent8juni.nl>

8 June SUMMER BBQ

Taking place on the outside terrace at Maria's Café (J Building), come and join staff, alumni and students at the



annual summer BBQ. The fun begins at 16:00 – don't miss it! *Contact Irene Broekmans-Versluijs for more information and to reserve a place.* **MAIL** ibroekmans@rsm.nl



21 June 2ND ANNUAL ENERGY FORUM

Important opinion-makers from science, politics and the corporate world come together on Friday 21 June in

Rotterdam to share the latest on challenges to safeguarding energy provision. This is the second annual event from the Erasmus Centre for Future Energy Business. Presentations will explore E-mobility and smart homes.

WEB www.rsm.nl/energyforum



9 July THE NOT- FOR-PROFIT PERSPECTIVE

A Business-Society Management lunchtime seminar on 9 July at RSM, organised by ERIM, examines the formation of cause-related marketing partnerships, a means by which companies can satisfy consumer demand for corporate social responsibility and not-for-profit organisations gain funds. Professor Debra Z. Basil and Associate Professor

Mary S. Runté, both from the University of Lethbridge in Alberta, Canada, examine the issues from the lesser-understood perspective of the not-for-profit organisations. *For more information, contact*

Lonneke Roza.
MAIL lroza@rsm.nl



9 July SUMMER CAREER BOOST

Use your summer Tuesday evenings to boost your career with our free webinars. On 9 July, build your career resilience and use it to get ahead in the toughest of times; find out how to lay down career plans for the long term on 30 July, and on 13 August, how to learn leadership skills effectively. All webinars start at 20:00 CET.

WEB www.rsm.nl/events



RSM GLOBAL COMMUNITY

With another 216 new graduates earlier this spring, RSM's alumni network now numbers around 28,000. Are you making the most of your growing network? Find out if there's a local chapter near you at www.rsm.nl/alumni or join one of our five industry-specific Alumni Affinity Groups, which bring together alumni and RSM faculty members who share the same professional sphere. **WEB** www.rsm.nl/affinitygroups

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

FORTHCOMING EVENTS



July & September **SET SAIL FOR REGATTAS GALORE**

Give a cheer for the RSM MBA Sailing Club crews who compete against other top European business schools in the Cranfield MBA Regatta 5-7 July at Port Solent, UK. The MBA sailing tournament comes to RSM home surf with the annual RSM Regatta from 30 August to 1 September at Batavia Haven, Lelystad. Find out more about how sailing can strengthen your network at

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



3-11 August **IONIAN ARMADA**

How about joining a "Greek Armada" of business school yachts sailing around islands in the Ionian Sea between 3-11 August? Students and

alumni will sail, swim and explore the western part of Greece. Participants come from RSM, London Business School, Manchester Business School, Chicago Booth, INSEAD and Kellogg School of Management.

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

[MAIL info@rsmsailing.com](mailto:info@rsmsailing.com)



August-September **CLIMB UP THE LADDER**

Get ready for the next step in your management

career with help from RSM's Executive Education department. The two-week Advanced Management and Leadership programme, for those who already have management basics, from 26 August – 6 September at Castle Oegstgeest conference centre near Leiden, can help you to develop greater self-awareness and confidence in your own leadership style.

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

August, October, November **AMSTERDAM OR ROTTERDAM? YOU CHOOSE!**

The highly interactive three-day Art of Project Management programme is designed for those who want to develop their people and technical skills to become effective project managers. You'll use well-tested management models and competencies every day as you learn how to organise and support projects. It runs in Rotterdam from 28 - 30 August and 20 - 22 November and in Amsterdam from 7 - 9 October

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



5 September **NEW CAMPUS OPENS**

After two years of radical reconstruction work, the new heart of EUR's Woudestein campus – with its plaza, pavilion, parkland and lake – opens on Thursday 5 September with a picnic and performances. Want an excuse to see for yourself? Come to the Leadership Summit, the Alumni reunion, or join one of our executive education programmes on campus! [WEB www.rsm.nl/events](http://www.rsm.nl/events)



September **MENTORING**

RSM will be running its next round of recruitment from September for the mentoring





All year

TAKE NEW LEARNING STRAIGHT TO WORK

There are open enrolment and executive programmes from RSM all year round. They give you practical tools based on cutting edge research, and you can put what you learn straight to work. Use the 'Find a Programme' feature to choose whether to take your extra education in a short intensive burst or a longer programme – in Rotterdam, Amsterdam and other locations.

WEB www.rsm.nl/execed or **MAIL** openprogrammes@rsm.nl

session that runs from October 2013 to February 2014. You could enhance your own leadership and coaching skills as well as discover new ideas from RSM students. The RSM-MentorMe programme is a real way to give back to the RSM community. Can you volunteer some of your time over a five month period?

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



September and November
HAPPY BIRTHDAY TO EUR

The Erasmus University Rotterdam opens its 100th academic year on Monday 2 September with a formal procession from Erasmus University College to a meeting

in the Laurenskerk, Rotterdam at 15:30. The highpoint of the centenary year celebrations is on Friday 8 November at the 100th *Dies Natalis* event which celebrates the founding of the Netherlands School of Commerce in November 1913.

WEB www.eur.nl/english/100



4 October

RSM LEADERSHIP SUMMIT

Knowing your business strengths can be a fundamental part of corporate strategy and planning. This year's RSM Leadership Summit in Rotterdam on Friday 4 October features decision-makers from multinational organisations who will share views on

preparations for the business, societal and political shifts expected in decades to come. Expect expert content and scintillating debate.

WEB www.rsm.nl/summit



5 October

MBA REUNION

If you graduated in 2008, 2003, 1998, 1993 or 1988 this is the reunion for you! The annual MBA Alumni Reunion is on Saturday 5 October, the day after our RSM Leadership Summit. Update your management thinking with our sessions to inspire mind and soul, meet the Dean and spend time reconnecting with fellow alumni during dinner at Rotterdam's Grand Café Prachtig.

WEB www.rsm.nl/mbareunion



28-31 October

IMPROVING LEADERSHIP

Performance Leadership is a four-day intensive programme held in Rotterdam for managers with several years of leadership experience who are looking for powerful ways to broaden and deepen their impact. Expect 360° feedback from peers and inputs from the latest academic theory as you develop your new approaches.

WEB www.rsm.nl/pl

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

FORTHCOMING EVENTS

October-December RE-EXAMINE STRATEGY

For 10 consecutive Thursday evenings from 3 October to 19 December at RSM in Rotterdam, executives with a minimum of three years' experience can master the delicate balance of applying strategic skills and concepts to prepare for general management opportunities. The Erasmus Executive Programme in Strategic Management includes 10 plenary sessions,



four individual sessions with your project coach, and a final exam session.

WEB www.rsm.nl/esm

November HIRE MBA TALENT

Is your firm offering roles based in Asia, or roles in Europe that focus on Asian markets? Come and meet top MBA talent at an event in London, UK on 2 November, organised by RSM's MBA Career Development Centre. It's open to MBA students from the top five European business schools; HEC, IESE, IMD, LBS and RSM. *For more information, contact Joep Elemans.*

MAIL jelemans@rsm.nl



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

WORLD'S LEADING EXECUTIVE MSc IN CORPORATE COMMUNICATION

**EXPAND YOUR KNOWLEDGE, NETWORKS AND CAREER OPPORTUNITIES
PROPEL YOUR CAREER INTO FAST FORWARD**

Expertise in external and internal corporate communication is essential for managerial success. You can get the skills you need in a flexible, part-time format that fits your schedule with the Executive MSc in Corporate Communication (MCC) at Rotterdam School of Management, Erasmus University.



Over one-and-a-half years, you'll explore the latest academic research in corporate communication and best practices from global businesses.

WANT TO KNOW MORE?

ADMISSION REQUIREMENTS:

- Three years working experience
- Bachelor degree or higher
- Good English skills

MORE INFORMATION

Mrs Susanna Marco
RSM Corporate
Communication Centre
+31 (0) 10 408 1915
ccc@rsm.nl

www.rsm.nl/mcc

EXECUTIVE EDUCATION OPEN PROGRAMMES 2013

RSM offers a wide variety of executive education programmes in Amsterdam and Rotterdam; several of them run in both locations at different times. We invite you to have a look through our programmes, which are offered from June to December 2013. EUR and RSM Alumni are entitled to a 10 per cent discount. Detailed descriptions of each programme can be found at www.rsm.nl/open

JUNE

13 – 14
Investment Decisions for Non-Financials
Rotterdam

19 – 20
Essentials of Marketing
Amsterdam

20 – 21
RSM Diploma in Business Management for Accountants
Amsterdam

JULY

9 & 30
Free webinars on career building
20:00 CET (see www.rsm.nl/events)

AUGUST

13
Free webinar on career building
20:00 CET (see www.rsm.nl/events)

22 – 23
International Standardisation
Rotterdam

26 Aug - 6 Sept
Advanced Management and Leadership
Oegstgeest

28 – 29
Essentials of Leadership
Rotterdam

28 – 30
The Art of Project Management
Rotterdam

29 – 30
Finance for Non-Financial Managers
Rotterdam

30 – 31
Warehousing Operations Management
Rotterdam

SEPTEMBER

4 – 6
Masterclass Duurzaam Cultureel Ondernemerschap (in Dutch)
Rotterdam

4 – 6
Effective Negotiating Skills
Amsterdam
19 – 21
Business Valuation start (in Dutch)
Rotterdam

23 – 24
Women in Leadership
Rotterdam

OCTOBER

3
Erasmus Executive Programme in Strategic Management
(first of 10 evenings)
Rotterdam

3
New Business Development
Rotterdam

2 – 11
RSM Diploma Programme in Business Management and Leadership
Rotterdam

2 – 3
Essentials of Strategy
Rotterdam

4 – 5
Essentials of Leadership
Rotterdam

7 – 8
Finance for Non-Financial Managers
Rotterdam

7 – 9
The Art of Project Management
Amsterdam

9 – 10
Essentials of Marketing
Rotterdam

14 – 15
Executive Management Programme voor non-profit en charitable organisaties,
part 1 of 2 (in Dutch)
Rotterdam

28 – 30
Business Model Innovation
Rotterdam

28 – 31
Performance Leadership
Rotterdam

NOVEMBER

6 – 8
Executive Management Programme voor non-profit en charitable organisaties,
part 2 of 2 (in Dutch)
Rotterdam

11
The Strategy Consultants' Approach to Problem Solving
Rotterdam

11 – 13
Strategic Account Management
Rotterdam

11 – 15
Mastering Sustainable Business
Noordwijk

19 – 21
Effective Negotiating Skills
Rotterdam

21 – 22
Finance for Non-Financial Managers
Rotterdam

20 – 22
The Art of Project Management
Rotterdam

27 – 29
Brand Strategy
Rotterdam

DECEMBER

9 – 10
Essentials of Leadership
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 28,000-strong RSM alumni network.

Alumni Events

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

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

Lifelong Learning

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

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

Giving Back

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

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

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

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



SHARE THE
RSM SPIRIT!

Join us
around the
world!



Build the MBA Brand in Your World!

Wherever you are in the world, you can build your RSM MBA brand. We would like to invite you to join our global recruitment efforts. This gives you the chance to be part of attracting the highest level international participants to the MBA programmes.

You can continue building the value of your MBA degree and connect with your fellow alumni at one of our events:

- Meet & Greet dinners
- One-to-one sessions
- Alumni panels
- MBA Fairs
- Applicant interviews
- Online discussions via social media

WE WILL BE IN THESE COUNTRIES AND REGIONS IN 2013 AND WE LOOK FORWARD TO SEEING YOU THERE!

THE AMERICAS

Brazil
Colombia
Canada
Mexico
Peru
United States

ASIA

China
India
Indonesia
Japan
Korea
Taiwan
Thailand
Vietnam

EUROPE

Belgium
France
Germany
Greece
Italy
Netherlands
Portugal
Russia
Spain
Sweden
Switzerland
United Kingdom

MIDDLE EAST & AFRICA

Lebanon
Nigeria
South Africa

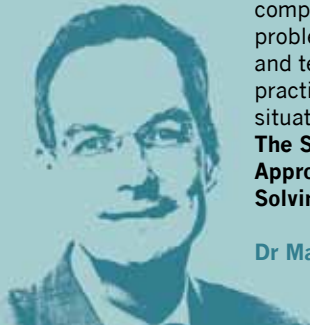


Sign-up via www.rsm.nl/AlumniAmbassador or e-mail Denise van Dijk-Chasney at the MBA admissions office (dchasney@rsm.nl) for more information.

Fuel your future

Choose your Open Programme

Create tomorrow
by solving today's
problems



Boost your effectiveness in finding solutions to complex strategic business problems. Apply methods and techniques of best practices to your work situation. Choose for **The Strategy Consultants's Approach to Problem Solving.**

Dr Marc Baaij

In today's complex world,
managers must learn not to
manage, but to lead



The greatest contribution you can make to the resilience and renewal of your company is through agile and actionable critical thinking. Consider the **Advanced Management and Leadership Programme.**

Professor Pursey Heugens

Branding is being

The three day programme **Brand Strategy** articulates a strategic vision of branding. Learn how to manage your brand for competitive advantage.

Dr Stefano Puntoni



Today, innovation is not
just about your products
and services

Innovation no longer comes from within a company. Drawing on powerful RSM research the **Business Model Innovation Programme** provides you with new perspectives on doing business.

Professor Jan van den Ende



Business was usual

Wherever you are at in your career, RSM Executive Education can help you understand and master the complex business challenges which come your way. Our portfolio of short open programmes will provide you with fresh insights and knowledge which you can immediately put to use to develop your leadership skills and business acumen. Programmes run in Rotterdam and Amsterdam, and can also be delivered in-company. For more details on how to boost your career visit www.rsm.nl/open **10% discount for EUR and RSM alumni on all of RSM's Open Programmes.**

ROTTERDAM SCHOOL OF MANAGEMENT
ERASMUS UNIVERSITY

RSM

ERASMUS
UNIVERSITY