



**ALUMNI AWARDS:**  
CONTRIBUTIONS TO  
SOCIETY & BUSINESS  
HONOURED



**MICHAEL PORTER:**  
CREATING SHARED  
VALUE CAN SAVE  
THE WORLD



**CEO INTERVIEW:**  
STEFANO ROSSO  
ON MANAGING  
AN EMPIRE

# RSM Outlook

The Alumni and Corporate Relations Magazine of Rotterdam School of Management, Erasmus University | Winter 2016



# FASHION

WHERE BUSINESS IS ALWAYS IN STYLE

The business school that thinks  
and lives in the future

RSM   
ERASMUS  
UNIVERSITY

# EXCEED YOUR LIMITS

23-26 JANUARY 2017

## FOUNDATION COURSE IN CORPORATE COMMUNICATION

### FOUR-DAY COURSE

#### DAY 1

- Introduction to corporate communication
- External stakeholder analysis
- Reputation management

#### DAY 2

- Organisational identity
- Messaging strategies
- Case studies

#### DAY 3

- Strategic management
- Positioning and profiling
- Case studies

#### DAY 4

- Managing the corporate communication process
- Creating and using a corporate communication dashboard
- Networking drinks

Part of the Executive International MSc in Corporate Communication programme (MCC)

**Exceed your limits** by joining the Foundation Course in Corporate Communication hosted by the Corporate Communication Centre of Rotterdam School of Management, Erasmus University (RSM). This four-day executive course focuses on the latest insights, developments and best practices, and forms a solid foundation to further deepen your knowledge and skills in the field of corporate communication.

It will take place from 23 until 26 January 2017 at the four-star Golden Tulip Jagershorst Hotel in Leende, the Netherlands.

During this course you will explore:

- trends in reputation management, branding and positioning
- organisational identity, stakeholder analysis and strategic management
- research-based solutions for managing corporate communication
- applications of competitive analyses, academic models and co-ordination mechanisms.

#### CORPORATE COMMUNICATION CENTRE

The Foundation Course in Corporate Communication is part of the Executive International MSc in Corporate Communication programme, offered by RSM's Corporate Communication Centre, and is open to managers in the wider business community. The Corporate Communication Centre is a joint initiative of RSM and the business community, and aims to develop and expand knowledge in the field of corporate communication.

#### MORE INFORMATION?

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[WWW.CORPORATECOMMUNICATION.NL](http://WWW.CORPORATECOMMUNICATION.NL)

[WWW.RSM.NL/MCC](http://WWW.RSM.NL/MCC)

# Contents

Cover photo: Viktor & Rolf Haute  
Couture show Fall-Winter 2015



## MAIN FEATURE FOCUS ON FASHION

### Page 24

#### **Evolving to meet the future**

Stefano Rosso, CEO of fashion empire OTB, talks about the powerful legacy created by his father Renzo Rosso, the indomitable founder of global brand Diesel, and how the organisation is entering a new phase in its life.

### Page 28

#### **Bags of sustainability**

RSM alumna Rosanne van Kleef talks about Juuty, a luxury handbag and accessories brand she founded with her partner after a world trip ended with unexpected entrepreneurship in Bangladesh.

### Page 30

#### **Fashion – more than just a statement**

Alumna Alejandra Lopez is global communications manager for Tommy Hilfger Europe and is based at the company's world headquarters in Amsterdam. Here she talks about what it's like to work for an international fashion brand.

### Page 32

#### **Understanding the Tao of luxury branding**

Stefano Puntoni, professor of marketing at RSM, explains why luxury branding is a topsy-turvy world where fortunes are spent advertising to people who will never buy your product, and raising the price can sometimes increase demand.

RSM OUTLOOK  
WINTER 2016

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

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**18 | RSM alumni awards**

Three RSM alumni built careers in diverse fields but with the same goals: to be the best they could be by bridging silos. Their impact on business and society has been acknowledged in the annual RSM Distinguished Alumni Awards.

**20 | Leadership Summit reviewed**

How do organisations create a “we culture”? At the RSM Leadership Summit in October, real-life experiences from a CEO whose business is in the midst of the process of building one were backed up by insights from RSM faculty members.



**34 | Alumni in action**

Two alumni – Ellie Karssemakers and Erik Friedeberg – explain the motivations and challenges of launching their start-ups, Wanderwatch and Manifesto.

# AND MORE...

**06 | Letter from the Dean**

Prof. Steef van de Velde, dean of RSM, outlines some of the challenges the school faces and how it is preparing to meet them.

**08 | News from RSM**

A round-up of news and activities.

**16 | Movers and shakers**

Keep up to date with the career moves of fellow alumni.

**38 | Dan Ariely honoured**

RSM’s department of marketing management nominates renowned behavioural economist and social commentator Dan Ariely as one of this year’s recipients of Erasmus University Rotterdam’s honorary doctorates.

**40 | Contributing to societal debate**

RSM is increasing its efforts to ensure its research activities are shared with the business community and also used to make positive contributions to public debate, policy-making decisions and broader society.

**42 | Michael Porter on creating value**

At a recent event in Rotterdam, Michael Porter, undisputed guru of strategy and competitiveness, outlined why creating shared value is the way forward for business and society.

**45 | Events round-up**

A preview of forthcoming events.

**49 | Education agenda**

Continue your lifelong learning in 2017 with one of RSM’s Executive Education programmes.

**50 | Giving back**

How alumni-backed scholarships help young people invest in their future.



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# Letter from the dean

RSM has heard from a wide range of voices at its events through the summer and autumn. In this issue of *RSM Outlook*, you can read examples of us welcoming people with differing viewpoints or different styles of presenting.

This helps us engage more fully in public debate (see p40), and helps us to create deeper and broader networks, as well as making sure we fulfil our promise of lifelong learning for alumni.

We invited satirist Freek de Jonge and Stefano Rosso, CEO of international fashion company OTB, to speak to the packed RSM Leadership Summit audience about trust and creating an inclusive community in businesses and organisations (p20). And we greeted world-leading economist and strategist from Harvard Business School, Professor Michael Porter, as he gave a seminar hosted by RSM. He proposes that the next transformation of business thinking lies in the principle of shared value and creating economic value (p42).

Regular readers will know that we have been assessing our role against the backdrop of societal and funding challenges for several years. We need to establish fruitful partnerships with our alumni network and corporate relations as well as philanthropists and other donors. Over the summer, we consolidated our thinking into a distinct project with the aim of confirming and strengthening RSM's identity, role and purpose, and redefining our mission statement. Our thanks go to the alumni and business leaders who took part in our focus groups, giving us perceptive and valuable feedback. We will keep you updated on our progress towards developing a vibrant and thriving partnership engagement programme, as well as opportunities to take part.

Increasing student numbers indicate the success of our growing reputation and we continue to invest in optimising the RSM learning experience. Two new programmes that expand our reach and appeal started in September: the new MSc Finance & Investments Advanced at RSM, and the Cologne-Rotterdam Executive MBA, a joint project for RSM and the Business School at the University of Cologne. Both have full cohorts.

The enthusiasm for wanting to study with us isn't unique to new programmes. Our MSc in Global Business & Sustainability has grown from 38 students to 93 and our MSc Business Information Management has leaped from 200 to 350 students. And our *Parttime Master Bedrijfskunde* programme is at an all-time high with 107 students.

Recent rankings show the increasing value of our programmes. Corporate Knights' Better World MBA Ranking evaluates RSM as seventh overall on its integration of sustainability, up from 33rd in 2015. The Financial Times Masters in Management ranking puts us at fifth in the world for the second year in a row; an impressive result considering this ranking's increased competitiveness and very strong top tier. Our upward trend continues with the Financial Times Executive MBA ranking: RSM's OneMBA goes up from 34 to 29, and our EMBA goes up from 60 to 54.





“Increasing student numbers indicate the success of our growing reputation and we continue to invest in optimising the RSM learning experience.”

In the Times Higher Education World University Rankings, Erasmus University Rotterdam ranks 17th worldwide as a university for business degrees. In the overall rankings, EUR is 71st. It stands 25th in Europe and 6th in the Netherlands.

Students see studying with us as an investment in the future, and it emphasises a very important point: we have a public duty to remain accessible. To this end we are developing our ability to provide scholarships, and relying on the willingness of our alumni to help us – with their networks, their mentoring skills, and their generosity. You can read more about the tangible effects on this in our Giving Back page (p50). And you can catch up with the Movers and Shakers in the alumni community on p16.

I remain confident that the whole RSM community can meet these – and other – challenges. We have interesting times ahead.

Wishing you all the best for the festive season, and a happy and prosperous 2017.

**Steef van de Velde**  
Dean and professor  
Rotterdam School of Management  
Erasmus University

# NEWS FROM RSM



## BUSINESS PARTNERSHIPS FOR MASTER STUDENTS

Rabobank, Deloitte, Unilever, Achmea, Oliver Wyman and Merrill Lynch have become corporate partners of RSM's new MSc in Finance & Investments Advanced programme. Almost 40 highly talented students embarked on the first run of this highly selective 16-month programme in September. Company partners contribute internships, business cases, networking and recruitment opportunities.

**WEB** [www.rsm.nl/fia-partnership](http://www.rsm.nl/fia-partnership)



## BEST YOUNG PROFESSIONAL

Congratulations to alumna Niki Vorselaars (MSc Finance & Investments 2011) for being listed 11th in the annual *Memory Magazine* ranking of top 100 Best Young Professionals. Niki, a manager at A.T. Kearney, was placed top in the ranking's sub-category for consultants.



## ALUMNA AMONG INSPIRING TOP 50

Alumna Lorna Goulden (OneMBA 2013) was voted one of most inspiring women in the Dutch technology sector by Inspiring Fifty, a platform for motivating, educating and inspiring women. Lorna is director of Creative Innovation Works, which specialises in the development of user-focused products, services and urban experiences. **WEB** [www.inspiringfifty.com/nl2016](http://www.inspiringfifty.com/nl2016)

## SUSTAINABILITY LEADERS



RSM's executive fellow Willem Ferwerda was placed #1 in an annual sustainability leaders' competition in Dutch newspaper *Trouw* in October. The top 100 list also includes RSM alumnus Feike Sijbesma.

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

## CEMS EXPANSION

The CEMS alliance, which stands behind RSM's MSc International Management/CEMS programme, is expanding with new corporate and academic partners. Bayer Group has become a CEMS corporate partner after being brought in by RSM, and Microsoft has also joined the CEMS alliance. The latest school to join CEMS as an academic partner is Korea University Business School (KUBS) in Seoul. **WEB** [www.rsm.nl/cems-partnership](http://www.rsm.nl/cems-partnership)

## ACADEMIC REUNION IN ROTTERDAM



Alumni from RSM's former Part-time International MBA (now Executive MBA) celebrated their 15-year graduation anniversary with a reunion in Rotterdam in mid-June. The Class of 2001 celebrated with social events, master-classes by Prof. Stefano Puntoni, Dr Murat Tarakci and Prof. Lucas Meijs, and a presentation about modern sales by Arno Nienhuis, Oracle's senior director alliances and channels Benelux.

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



## COLOGNE-ROTTERDAM EMBA BEGINS

Twenty-one professionals started the first run of the new Cologne-Rotterdam Executive MBA in September. The 24-month international part-time programme for managers, developed by RSM and the Business School of the University of Cologne, takes place in Cologne and prepares leaders from any business background for senior management challenges in local and international business arenas.

**WEB** [www.cr-emba.uni-koeln.de](http://www.cr-emba.uni-koeln.de)

### IN MEMORIAM

We're saddened to announce the recent deaths of RSM's founding dean, **Harrie Langman**; **Drs. Tom Masselink**, retired director of career planning; **Prof. Leo Kroon**, professor of quantitative logistics; and **Ir. Jan Vollerling**, retired associate professor of marketing. Each made significant contributions to RSM and management research, and inspired many RSM students, faculty and staff members over the years. Our thoughts are with their families, friends and others affected by these losses.



## NEW PROFESSORSHIPS

RSM appointed two new professors last summer. Michaéla Schippers was appointed professor of behaviour and performance management, and will investigate human factors influencing individual, team and organisational performance, and specifically the role of goal setting. Vareska van de Vrande was appointed professor of collaborative innovation and business venturing and will contribute to the development and dissemination of knowledge in this field of new business development. Both are new academic chairs, endowed by the Erasmus Trust Fund. **WEB** [www.rsm.nl/people](http://www.rsm.nl/people)

## FT IM/CEMS MAINTAINS FT RANKING

RSM's MSc International Management/CEMS programme has retained its fifth place in the Financial Times Global Master in Management ranking for 2016. The surveyed class of 2013 has done remarkably well: 94 per cent of RSM alumni from that class accepted a job offer within three months of completing their programme. **WEB** [www.rsm.nl/rankings](http://www.rsm.nl/rankings)



## ALUMNUS WINS SUSTAINABILITY AWARD

Distinguished RSM alumnus Feike Sijbesma received the *Duurzaam Lintje* (Sustainable Ribbon) award in September for showing by example how companies can play a greater role in returning benefit to society. DSM, of which Sijbesma is CEO and chairman of the managing board, provided solar panels for the roof of the ASVO school in Amsterdam.



## STUDY TRIPS EXPLORE BUSINESS

Six separate study tours to Germany, Italy, the UK, China, the USA and Costa Rica were made as part of their curriculum in August by students from RSM's full-time MBA Class of 2017 and Executive MBA Class of 2016. Students investigated specialised business themes such as supply chain management, finance, business in China and sustainable business in Latin America.

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



## RSM CHINESE WEBSITE

RSM has a new website in simplified Chinese containing study information for potential students and their families, to cater for increasing demand for management and business education in China. In the past few years, RSM has also established several partnerships with leading Chinese business schools, and opened an office in Chengdu.

**WEB** [www.rsmerasmus.com](http://www.rsmerasmus.com)



## RESEARCH PODCASTS ON THE MOVE

You can now download podcasts to stay up to date with the latest management research from RSM. They are aimed at business professionals, who can tune in and listen at any time of day. Subscribe or listen to the RSM podcasts via **WEB** [www.rsm.nl/discovery](http://www.rsm.nl/discovery)

## ONEMBA GRADUATION

Thirty-one business professionals joined the alumni network after completing RSM's Global Executive OneMBA programme last summer. The Class of 2016's graduation ceremony included presentations by data scientist Scott Mongeau (OneMBA 2011) and RSM graduate Michael de Visser, and was followed by a festive graduation dinner.

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



## SCHOLARSHIPS FOR CUSTOMS MASTER

The Dutch government's Top Sector Logistics Scholarships is offering scholarships to eligible applicants in RSM's Executive Master in Customs and Supply Chain Compliance. The programme, for customs and business professionals, covers new regulations following the recently changed Union Customs Code (UCC), and EU customs regulations law. The second run of this programme is in March 2017.

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

# ERASMUS energy FORUM 2017



The networking energy event to learn and discover paths to a **ZERO** carbon future and a **100%** renewable energy landscape.



The consensus from the 2016 event was that policies and standards are needed to help innovation grow. In 2017 we'll be debating challenges and opportunities for everyone affected by the energy transition.

Join us for the **Erasmus Energy Forum 2017**, hosted by the **Erasmus Centre for Future Energy Business**. Save the dates in your calendar.



- 28 June 2017  
**Science Day** at Erasmus University Rotterdam
- 28 June 2017  
**'Business Meets Science'** debate
- 29 June 2017  
**Business Day** at World Trade Center Rotterdam

[WWW.ERASMUSENERGYFORUM.COM](http://WWW.ERASMUSENERGYFORUM.COM)

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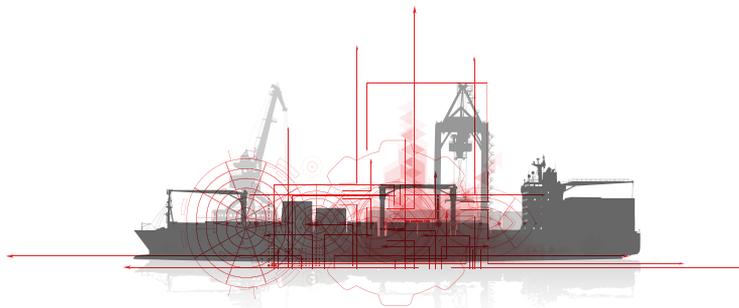
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## SUSTAINABLE BUSINESS MODELS

Almost 20 MSc and BSc students from RSM, the Erasmus School of Economics and Delft University of Technology worked with Rabobank last summer to find sustainable shared value solutions for organisations such as Thermae 2000, Bravis Hospital and Van Uden. In the seven-week tailor-made course, students investigated how companies can improve their value creation and social, ecological and economic impact. **WEB** [www.rsm.nl/companies](http://www.rsm.nl/companies)



## BOOSTING INDUSTRIAL EFFICIENCY

Industrial energy consumers, energy providers, smart grid operators and energy trading platforms based in the Port of Rotterdam attended the Rotterdam Port Energy Co-operative Workshop at SmartPort in August. Held in Rotterdam, the event

addressed the coalition and its financial, social and security benefits for stakeholders. Research for this new coalition will be led by RSM in its Erasmus Centre for Future Energy Business, as part of a consortium with Delft University of Technology, independent research organisation TNO, Smart Port and Port of Rotterdam. **WEB** [www.rsm.nl/energy](http://www.rsm.nl/energy)



## INTERNATIONAL ALUMNI REUNION

Around 150 MBA alumni returned to Rotterdam for a reunion in October, travelling from as far away as Japan, Thailand, the USA, Canada, Israel, Norway, Russia, Turkey, the UK and Switzerland. They attended the RSM Leadership Summit (see p20) as well as an educational session about storytelling, and enjoyed social get-togethers. The next reunion is in October 2017. For more information **WEB** [www.rsm.nl/mbareunion](http://www.rsm.nl/mbareunion)

## GENDER-BALANCED LEADERSHIP

Women's challenges and achievements when climbing the corporate ladder were presented during an MBA Women in Leadership panel discussion on campus last summer, attended by around 60 RSM MBA students. Speakers included top business leaders from Unilever, Gartner, Prologis and MediRisk. Attendees from the full-time MBA and Executive MBA programmes participated in the panel debates and roundtable discussions. **WEB** [www.rsm.nl/ecwo](http://www.rsm.nl/ecwo)



## VALET PARKING FOR E-CARS

A valet parking service for electric cars is a smart solution for the shortage of electric charge points, according to research from four MSc in Business Information Management students. Their study, commissioned by Dutch grid operator Stedin, in part took place in the car park of EY's headquarters in Amsterdam's Zuidas district.



## SPECTACULAR GRADUATION PROCESSION

A spectacular parade of almost half of this year's 1,300 master graduands from 11 full-time RSM MSc programmes made a grand city procession to their combined graduation event in October – from the World Trade Center along Rotterdam's Coolingsingel – a route decorated with RSM flags – to De Doelen convention centre, where their ceremony included a speech from Rotterdam's mayor Ahmed Aboutaleb. **WEB** [www.rsm.nl/alumni](http://www.rsm.nl/alumni)



## TURNING TECHNOLOGY INTO BUSINESS

RSM and the European Space Agency (ESA) invited 61 master students from RSM and 17 CEMS partner universities to Noordwijk to work on space inventions in the ESA Business Incubation Centre in August, during the annual CEMS block seminar. The business students created innovative proposals using ESA patents to create new businesses. The winning team proposed cleaning agricultural waste water with filters manufactured using 3D printing. **WEB** [www.rsm.nl/cems](http://www.rsm.nl/cems)

## RSM PART OF SMART CITY CONSORTIUM

RSM is part of a consortium for developing a smart city energy network in the centre of Rotterdam that will receive part of a €17.7 million grant from the European Commission.



Research for the Heart of the South (*Hart van Zuid*) project will be conducted by RSM in its Erasmus Centre for Future Energy Business as part of an international consortium led by the City of Rotterdam. **WEB** [www.rsm.nl/energy](http://www.rsm.nl/energy)



## LIVING MANAGEMENT PROJECT

RSM alumni and MBA students were involved in this year's three-week Living Management Project in July. The 106 MBA students from the Class of 2017 solved real-life business challenges for 10 companies including Google, FrieslandCampina, OTB and Philips Healthcare. Each company worked with two student teams, which helped with business issues while confronting the triple challenge of managerial, team and personal effectiveness.

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



## MOST COMPETITIVE ECONOMY IN EU

The Netherlands has climbed to fourth place for competitiveness among 138 countries, and first in Europe, in the World Economic Forum's Global Competitiveness Index, according to its 2016-2017 Global Competitiveness Report. Data for the Netherlands was collected by INSCOPE Research for Innovation research institute, led by RSM's Prof. Henk Volberda.

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



## RSM STUDENTS IN RIO

We're very proud of RSM students Marlous Keetels (BSc Business Administration/*Bedrijfskunde*), Seve van Ass (MSc Finance & Accounting) and three other students from Erasmus University who competed in the 2016 Olympics in various sports. Marlous won a silver medal with her women's field hockey team, and Seve's men's hockey team finished in fourth place.





## RSM RISES IN RANKINGS

Corporate Knights has released its 2016 Better World MBA ranking, the only major global ranking to evaluate graduate business programmes on their integration of sustainability into the education of future business leaders. RSM is ranked seventh this year, coming from 33rd position in 2015, showing great progress in RSM's mission to be a force for positive change in the world. **WEB** [www.rsm.nl/rankings](http://www.rsm.nl/rankings)

## SUSTAINABLE CAREERS INSPIRE

A Sustainability Careers Panel over-ran its schedule, such was the interest in the careers of five RSM MSc and MBA alumni who returned to campus to answer questions about career paths in sustainability. How they found their current roles and how many jobs can be connected to sustainability made it clear that such a career is very accessible. Alumni wanting to take part



in the next Sustainability Career Panel in May 2017 can contact RSM sustainability co-ordinator Joey Johannsen.

**EMAIL** [jjohannsen@rsm.nl](mailto:jjohannsen@rsm.nl)

## SOLVING WICKED PROBLEMS

A strategy to address wicked problems and how to get stakeholders to interact is covered in *Wicked Problems Plaza: Principles and Practices for Effective Multi-Stakeholder Dialogue*, a free download that elaborates on four basic dimensions of the approach developed by The Partnerships Resource Centre at RSM. Download your copy at **WEB** [www.rsm.nl/wickedplaza](http://www.rsm.nl/wickedplaza)



## PART-TIME PHD PROGRAMME IN MANAGEMENT

New knowledge from research is always needed in business. Sometimes, the best person to carry out that research is you.

### Highlights:

- Thorough training in research methods and skills
- Supervision and coaching by RSM's top research faculty
- Access to RSM's excellent research facilities

Are you interested in further developing your academic skills while working? Submit your application before 1 March 2017 to start in September 2017.

More information: [WWW.RSM.NL/RESEARCH/PART-TIME-PHD](http://WWW.RSM.NL/RESEARCH/PART-TIME-PHD)



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## SOUTH AFRICAN ENTREPRENEURSHIP

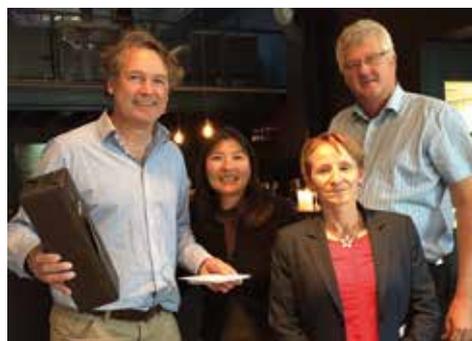
More than 120 participants in RSM's Executive MBA and Global Executive OneMBA Classes of 2017 travelled to South Africa in two groups for a study tour last summer. Through experiential learning during the trip's seminars, township visits and company tours in Johannesburg and Cape Town, the executive MBA students deepened their knowledge about emerging economies.

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

## CELEBRATING 10 YEARS

René Olie recently celebrated 10 years as academic director of the MSc International Management/CEMS at RSM. He laid the programme's foundation in 2006; the CEMS programme at RSM was combined with an MSc programme. RSM was the first business school to offer CEMS this way with other schools following this example. Starting with 45 students selected from 85 applicants, RSM CEMS has now developed into a highly popular programme, with more than 240 applications annually, and a maximum intake of 65 students.

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



## LISTENING TO CUSTOMERS NOT ALWAYS BEST



Listening to your customer might not be the best advice for new products, says RSM Prof. Jan van den Ende. It's fine for developing radical innovations designed around functionality, but not for aesthetics, emotional experiences or to suit the identity of the user. Asking what

customers want can even reduce the chance of market success for these kinds of "hedonic" innovations. Find out more on RSM Discovery **WEB** [www.rsm.nl/discovery](http://www.rsm.nl/discovery)

## HEINEKEN'S CORPORATE DILEMMA AROUND SOCIAL ACTIVISM

There's a long history of grassroots organisations and NGOs pressuring multinational corporations into more responsible behaviour, but companies that take



the lead in cleaning up their act sometimes find themselves targeted by even more social activism and greater demands for change. This is what RSM researcher Katinka C. van Cranenburgh discovered in her case study on Heineken's efforts to improve conditions for "beer promoters" in Cambodia. Watch her video on RSM Discovery **WEB** [www.rsm.nl/discovery](http://www.rsm.nl/discovery)

## HOW BUSINESS SCHOOLS CAN CONTRIBUTE TO ECOSYSTEM RESTORATION



Ecosystem functions can be restored quicker than climate change can be reversed, according to ecologist Willem Ferwerda, executive fellow business and ecosystems at RSM. He and his Commonland

team developed a means to turn ecosystem restoration projects into profitable businesses for farmers and investors. Ferwerda is working on projects in South Africa, Spain and Australia and says business schools' academic knowledge can benefit the environment and help farmers in affected regions. Learn more on RSM Discovery **WEB** [www.rsm.nl/discovery](http://www.rsm.nl/discovery)

# MOVERS AND SHAKERS

Keep up to date with the professional advancements of fellow alumni as they develop their careers and move not only to new positions and companies, but also to different countries. Making a career move? If so, contact us at [EMAIL alumni@rsm.nl](mailto:EMAIL alumni@rsm.nl)



## Marnix Statz

BSc BA 2010 & MSc

Marketing Management 2011

Formerly product marketing manager with BMW Group Nederland. Now project manager sales innovations, BMW Group AG (Munich, Germany).

Effective: May 2016



## Maria van der Heijden

MSc Business

Administration 2000

Previously managing director, Women on Wings, now managing director, MVO Nederland (Utrecht, the Netherlands).

Effective: July 2016



## Stephanie Christiansen

Full-time MBA 2007

Leaves role as account manager, Allstar Products Group Hawthorne (New York, USA), to take up the position of vice-president of North American sales, International Innovation Company.

Effective: July 2016

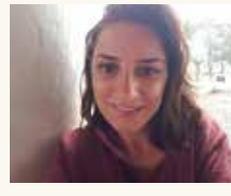


## Christiaan A. Vermeijden

Executive MBA 2007

Previously global director offshore geotechnical, Fugro N.V. (the Netherlands). Now CEO, Electro Magnetic Geoservices ASA, EMGS (Oslo, Norway).

Effective: February 2016



## Ana Comsa

MSc Marketing

Management 2012

Previously senior research analyst, SKIM Group (the Netherlands). Now consumer insight manager, The Kraft Heinz Company (London, UK).

Effective: July 2016



## Carlo Durando

Full-time MBA 2004

The former executive director at UBS Investment Bank (Italy) has taken up a position as equity partner, Equita SIM (Milan, Italy).

Effective: May 2016



## Elise le Nobel

BSc BA 2009 & MSc

Human Resource

Management 2009

Moves from the position of organisation specialist/consultant, House of Performance (Utrecht, the Netherlands), to take on the role of change manager, Philips (the Netherlands).

Effective: June 2016



## Wouter Alders

MSc Strategic

Management 2011

The former manager groupdesk and agent support, KLM (the Netherlands), becomes country manager Indonesia, Air France-KLM (Jakarta, Indonesia).

Effective: January 2016



## Richard Tessell

Full-time MBA 2011

Moves from the position of senior product manager, Philips Healthcare Informatics (USA), to become worldwide director of strategic marketing (Software Enabled Surgery), Johnson & Johnson (California, USA).

Effective: May 2016



## Marjolein Gerritsen

Full-time MBA 1993

Moves from the role of interim director customer and market, International Card Services, to become CCO/board member with the same company (Diemen, the Netherlands).

Effective: July 2016



**Manuel Vasconcelos**

*MSc Finance & Investments 2008 & PhD in Finance 2012*  
The former associate with McKinsey & Company (Portugal) becomes manager, Cornerstone Research (London/NY/Lisbon).  
*Effective: September 2016*



**Heidi van Amerongen-Veenendaal**

*MSc Business Administration 2009*  
Moves from the role of lean black belt/senior product manager at Rabobank to become lean coach and trainer, 12Mprove (the Netherlands).  
*Effective: August 2016*



**Ayhan Siriner**

*MScBA Strategic Management 2001*  
Leaves position as regional marketing leader, Dow Coming (Belgium), to become general manager, Yaming Lighting (Dubai, UAE).  
*Effective: September 2016*



**Maria Marcos**

*Executive MBA 2009*  
Is promoted from the position of supply chain excellence leader, Clariant (Switzerland), to global key account manager with the same firm.  
*Effective: March 2016*



**I WILL EMBRACE THE UNKNOWN**

Yiwei Liu, Chinese Alumna, MSc Marketing Management

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## ALUMNI AWARDS

# BRINGING BUSINESS AND SOCIETY CLOSER

Three RSM alumni built careers in diverse fields but with the same goals: to be the best they could be by bridging silos. Their impact on business and society has been acknowledged in the RSM Distinguished Alumni Awards.

STORY BY DORINE SCHREINER

The award recipients were announced at the RSM Leadership Summit on 7 October. These three women were chosen by the RSM community from more than 30,000 RSM alumni worldwide, for their excellence and outstanding accomplishments in three categories: business achievement, entrepreneurial spirit and social impact. The RSM Distinguished Alumni Awards (DAA) are presented annually.

### Investing with social purpose

Based in Silicon Valley, California, angel investor Christine Emilie Lim (International Full-time MBA 2010) brings more women into the angel investing space. Her company, Wingpact, has created a community of like-minded women to educate them about activating their financial resources by investing in start-ups that they care about.

‘The entrepreneurs I’ve invested in not only grow their business but also evolve into stronger individuals and more mindful employers who themselves can become angel investors,’ she says. Feeding investors into the system results in more entrepreneurs being funded. ‘We source, screen and build



“Success is all about the journey...”

the pipeline of women and under-represented entrepreneurs who have solid, scalable business ideas,’ says Christine, who was awarded the DAA for her business achievements.

But it’s not easy. To grow her company and innovate within Wingpact’s industry, Christine deals with ever-changing regulations in early-stage investing, including equity crowdfunding. ‘Success is all about the journey and not the destination. I want to continue to inspire the future generation to take the road less travelled.’

### Bringing academics together

Roos de Wit-Goedhart, a triple RSM alumnus with RSM bachelor, master and MBA degrees, won the entrepreneurial spirit award. In 2013 she founded Study Tours, which offers tailored study tour programmes for academics worldwide.

‘I believe we can change the world through education,’ says Roos. ‘We’re facing world and business issues that won’t be solved with the old way of working. We need to work across silos, such as industries, companies and departments, to solve these issues, which is exactly what we do during our Study Tours programmes.’

Study Tours’ sessions are taught by top university academics and high-calibre company speakers. ‘We put people out of their comfort zone – sharing knowledge, experience and best practices across the world,’ says Roos.

‘Receiving this RSM award feels like I’m standing on top of the world. I want to be the best I can be, and RSM has taught me *how* to do that by turning myself inside out and coming up with a great business plan.’



Roos de Wit-Goedhart  
(Photo: Ronald van den Heerik)

Roos says she likes giving back what she has learned to the people around her. ‘Learning fuels my spirit, and I like to ensure that Study Tours delivers what we promise: a closed learning loop for our participants.’

Roos’ great ambition, knowledge and networking skills have enabled her to break standard thinking patterns and silos. ‘I want Study Tours to become the most international study tour organisation for academics, and I plan to expand my business across continents.’

### Pushing boundaries

Debby van der Schuit (MSc International Management/CEMS 2010) was presented with her DAA for social impact. She uses her managerial and business mindset to address a societal need and pushes the boundaries of the healthcare industry – and politics. She advocates for brothers and sisters who fulfil an

underestimated yet important role in caring for a disabled sibling.

With her documentary, *Op zoek naar mijn zusje* (In search of my sister), Debby records her personal experiences with her sister Wendy, who has Down’s Syndrome. Debby hopes to achieve a working method that includes brothers and sisters in their sibling’s care plan. ‘Wendy will outgrow our parents and the care will be left with me. Having brothers and sisters present when decisions are made means we can voice concerns and set our boundaries.

‘Our political perception is that we’re a “participation society”. But who does what?’ Debby adds that she wants to reduce the relatively high incidences of burnouts and depression among people with disabled siblings. ‘The care industry can’t change the situation. I needed to go to the source: the political system. Speaking to the permanent committee to the Netherlands’ House of Representatives was a crowning moment.’

Debby is happy she’s achieving societal goals with the documentary and in her daily life as a project manager for IT company Connectis. At RSM, Debby learned how to bring together the ideas of stakeholders in different sectors on small-scale and macro-levels. ‘Businesses, non-profits and government have to collaborate. I like connecting these different worlds and working towards a solution that’s supported by

multiple parties.’ Debby’s persuasion, business skills and care responsibilities turned into a project for political change for thousands of families in the Netherlands. She hopes that it inspires other brothers and sisters to voice their own experiences.

‘I’m touched that my personal journey was acknowledged by fellow alumni and members of the business community. It also shows that the business world and society are growing closer,’ she said. ■

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



Debby van der Schuit  
(Photo: Ronald van den Heerik)

## OTHER DAA NOMINEES

### Business achievement

**Monique Jagmohansingh** (MSc International Management/CEMS 2008 and BSc IBA 2005)  
Commercial manager Gucci Middle East & Africa, Procter & Gamble, United Arab Emirates

**Gagandeep Sethi** (Full-time MBA 2010)  
Vice-president, Liberty Global, the Netherlands

### Entrepreneurial spirit

**Merilee Karr** (Full-time MBA 2000)  
Founder and CEO, UnderTheDoormat, UK

### Social impact

**Frans Broeders** (Executive MBA 2004)  
Founder and owner, Deterra, the Netherlands

**Marc van Rooij** (Executive MBA 2006)  
Owner of MVRC, the Netherlands

**Vincent Kneefel** (MSc Global Business & Stakeholder Management 2011 and BSc IBA 2010)  
Senior consultant, Accenture, USA

# THE CULTURE OF **WE** AND HOW TO GET THERE

What does it feel like to make an inclusive community – a “we culture” – in businesses or organisations? At the RSM Leadership Summit in October, real-life experiences from a CEO whose business is in the midst of the process of building one were backed up by insights from RSM faculty members, and the process of gaining trust was expertly illustrated with satire.

**STORY BY** JUSTINE WHITTERN **PHOTOS** MICHELLE MUUS



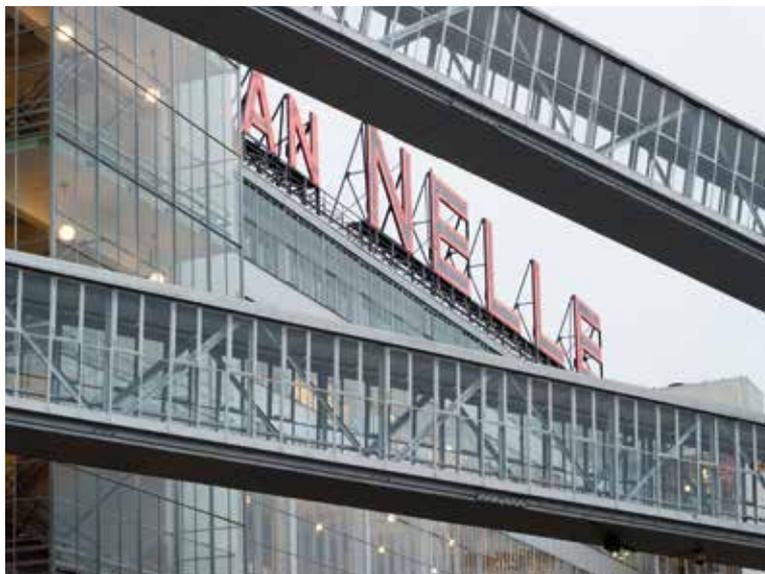
**T**he study of creating a “we culture” is a thriving research area with findings being used to guide organisations as they integrate it. Why? It’s easy to overlook the real people at the core of the organisation when all activity is focused on processes, efficiency or downsizing, said RSM Professor of Human Resource Management Dirk van Dierendonck. The way these people feel can influence business success.

Professor Van Dierendonck proposed five key principles that create a feeling of inclusiveness for people at the centre of operations. The five themes were echoed and illustrated by subsequent speakers.

The first of the five principles is that doing something great gives a positive mood, he said – it makes people better at negotiations and feel more social. Happy people can be more creative problem-solvers. Conversely, depressed people are more likely to identify faults just when organisations need them to be looking for possibilities.

## Cultural shift

Stefano Rosso is CEO of international fashion conglomerate OTB, a great example of a company making the tran-





Stefano Rosso, CEO of OTB, explaining his vision of effective leadership.

sition from “me” to “we”. The organisation is undergoing a cultural shift as it transfers the spirit of its founder Renzo Rosso into a set of principles based on four values – courage, evolution, excellence and respect – to use as it undergoes its transformation.

Stefano Rosso told how the lack of ambience in OTB’s old headquarters made their work less effective when people worked long days in a windowless environment. But new buildings produced an immediate reaction – he experienced how a better working environment and a better lifestyle improved results.

### Empowerment

A sense of empowerment and being allowed to use skills is the strongest driving factor for personal performance, said Prof. Van Dierendonck, explaining the second of his principles. Most employees need only for their leader or organisational culture to give autonomy – provided the right skills are present.

“ We shape the frame, but inside the frame, people can move freely.”

Stefano Rosso, CEO, OTB

Later in the day the final speaker, RSM Professor of Organisational Behaviour Daan van Knippenberg, explained proactive people need a shared purpose, shared leadership and responsibility, as well as coaching and development. ‘Engage people and help them with challenges but keep them in the driver’s seat,’ he said. ‘Outsource your thinking and create a sense of psychological ownership. Give people the choice of *how* to do things.’

It’s particularly important for higher-level managers to encourage and empower younger workers in lower positions, said Stefano Rosso, because making a difference comes most naturally to the young. He recommended a common objective and strategy. ‘We shape the frame, but inside the frame, people can move freely,’ he said.

### Lead with humility

Effective leadership comes with a sense of humility, said Prof. Van Dierendonck, explaining his third ▶

principle. Research shows that the effectiveness of humility increases the higher up in the organisation you go. Effective leaders are strong and confident in themselves, and know what they can and cannot do. Those in higher positions should know that they are no more important than others lower down the ladder.

Rosso concluded that leaders use “we” when they are taking the organisation forward, but “I” when taking responsibility for difficult situations, and even though he aimed for that style of leadership, he realised he was not approachable, something he admitted he was hoping to improve with coaching. Prof. Van Dierendonck said Rosso’s example illustrated how people project “how leaders should be” on to their own leaders. ‘You’re approachable, but they don’t see that.’

“ Outsource your thinking and create a sense of psychological ownership. Give people the choice of how to do things.”

Daan van Knippenberg, professor of organisational behaviour

### People need people

According to Prof. Van Dierendonck’s fourth principle, an organisation is a culture in which people do things together, and enhancing the sense of connectedness keeps them motivated. A study of work stress and perceived social support shows the lower the stress, the more job satisfaction.

But it must be based on values, according to Prof. Van Knippenberg. Companies that are unable to clearly formulate, define or articulate that purpose are challenged to communicate convincingly “what we are doing”, and “why we are doing it”.

‘Sharing your values helps you build connections. This dialogue – a conversation in which you share why your company exists and why it’s important – is how you create the buy-ins,’ he explained.



Prof. Van Dierendonck (above) and Freek de Jonge (right) enthralled the audience with their perceptive observations.



Prof. Daan van Knippenberg elucidating on the finer points of creating a “we culture”.

## Build on respect

Last in his list of five principles for developing a “we culture”, Prof. Van Dierendonck suggested that building on respect could easily come first in the list. ‘Who doesn’t want to be respected?’ he asked.

Should higher-level business leaders do more listening? According to Prof. Van Dierendonck, the higher up you go as a manager, the more you should stop talking and start listening.

Rosso said it can be difficult to listen to negative feedback, but added: ‘What you think doesn’t count much any more. You have to be good in taking what they think and driving it to where you want.’

Cabaret performer, satirist and writer Freek de Jonge led the final plenary session and explained the requirement for basic trust and intrinsic discipline. He used his absurdist and anecdotal style to throw new light on

the issues of getting from “me” to “we”, and illustrated the issues of trust, concentration and focus.

In one of his wryly observed anecdotes, De Jonge pointed out the relationship between people and organisations relied on trust. ‘When you’re focused there’s no conflict between reality and fantasy, and no obstacle from convention and feasibility, and no difference between theory and practice. We have to make choices in life because we’re not living in paradise. Basic trust, discipline and focus are what we need to get from “me” to “we”.’

De Jonge explained selling the idea wasn’t needed. People need to be aware *why* they need to know how to build a “we culture”. ‘You have to feel psychologically safe and have basic trust,’ he said.

It’s clear that changing from a “me” model to a “we” model can’t be done in a

day. But satirist De Jonge told the audience not to be afraid of big dreams, or of what people think. ‘How vain the art of planning!’ he said, and gave another piece of his cryptic wisdom: ‘Surprises usually arrive at the right time, and the expected is often too early or too late.’ ■

## The full picture

This year’s RSM Leadership Summit included break-out sessions led by RSM faculty members. Get the full picture of the 2016 RSM Leadership Summit with more in-depth details, videos, photos, comment and analysis at

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

# EVOLVING TO MEET THE FUTURE

Attendees of this year's RSM Leadership Summit will recall the open honesty of Stefano Rosso, CEO of fashion empire OTB, as he spoke of the challenges the group faces as it transitions to a new corporate culture. Here Stefano talks to *RSM Outlook's* managing editor Russell Gilbert about the powerful legacy created by his father Renzo Rosso, the indomitable founder of global brand Diesel, and how the organisation is entering a new phase in its life.

STORY BY RUSSELL GILBERT PHOTOS OTB

**Russell Gilbert:** *The theme for this year's RSM Leadership Summit explores "From me to we", which expresses the idea that organisations can shift from a top-down leadership culture to one that is people-oriented, empowering and brings out the best in employees. How does this view of leadership tie in with the cultural transitions you're making across the OTB Group?*

**Stefano Rosso:** When you're in a position like ours, where you grow very quickly and dramatically from a small business with a single warehouse in the middle of nowhere to become a global group with several brands and production facilities, taking the right approach to leadership becomes fundamental to your success. It



“ We come from a very humble family and our personal values are very strong. This has always helped shape behaviours in the business.”

Stefano Rosso



ensures the organisation, and all the people within the organisation, are going in the same direction. Without a clear sense of direction the biggest risk is that you lose focus and can no longer face the challenges of the market and – even worse – you can no longer sustain growth.

At its heart, the leadership approach we're developing very much follows in the style of my father, Renzo Rosso. Being a big personality, his approach is always strongly entrepreneurial. He's given us a wonderful legacy and we'll continue to push forward an entrepreneurial style of leadership and encourage people to develop their entrepreneurial spirit.

Now, as we go through this new phase in the life of OTB, we consider it fundamental to mix this entrepreneurial, very direct style, with a more modern approach.

*How do you replace or go about changing the leadership style of someone as characterful as your father?*

While my father has a powerful presence – he is an inspirer with a strong sense of vision that encourages people to follow him – he's always believed in giving people the space to develop the unique skills and competencies they have inside. In many respects the secret to our success – first with Diesel and then with OTB – came from encouraging people to bring something unique to the table. Giving trust and responsibility, and getting the right people into the right positions, have always been his leadership trademarks.

That approach has obviously been very successful, but it isn't so simple today with the company being the size it is. Now OTB needs to be more independent from its founder. The entrepreneurial spirit will always be in the DNA of everything we do – only now we need to interpret that spirit in the right way.

It might sound basic, but we're trying to become more formal in what we do. By that I mean writing down our vision and our values. This is helping a lot. It means that if you're an employee and have doubts about what course of action to take, instead of seeking guidance from "Mr Renzo Rosso" – as people would frequently do – you can read our values and mission statements, and our ethics policies, and 99 per cent of the time you will find a clear answer. It took

a long time to put these things into writing and it's become very important to us.

*With OTB being a global organisation, how do you not only change leadership style but also maintain the values of a family-owned business?*

Having a family-owned business helps most of the time because you build a sense of values based around the entrepreneur driving the company. People have a strong tendency to look up to that person, or try to imitate or mirror their values and ways of doing things.

We come from a very humble family and our personal values are very strong. This has always helped shape behaviours in the business. Of course you can write everything down, but it's never going to be the same as having strong entrepreneurial leadership, a sense of direction and family spirit.

This is why, as we move into a new phase in the life of the group, it's imperative managers, especially those at the top, show the right behaviours and the right attitudes. Just as crucially, they have to show what is not acceptable behaviour in our business. To make sure we're going in the right direction, we do a lot of work with our top management. In fact, we've just started doing workshops on leadership, and on values. These are the first steps towards reshaping our leadership style away from the "imitation" culture I mentioned earlier, where people previously looked up to my father as their role model.

Having our mission and values written down doesn't mean they serve as a rigid model for how we must work. Instead they exist to provide clear points of reference. What you have to remember is you can't be on top of people every day. This was something of the style of management we had before and it caused a lot of frustration at times. This is where giving trust and entrepreneurial freedom comes into play. People then have the freedom to make their own decisions.

*And there is room for mistakes?*

Yes, that's important. I believe the more mistakes you make the less you will make in the future. Once upon a time, if we faced a big deci-



“ This new generation of customers is less trusting of brands in general. They're not looking for logos. Instead they're looking for a philosophy.” Stefano Rosso



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sion or had doubts about something, my father would be there to give an answer. Now we try to empower our management much more. To be honest, to pay a manager a lot of money to only do what you want them to do is not worth it – for the company or the manager. That's not how you grow your business or reshape it.

*The world of fashion is highly creative, and with creativity there often come distinct personality types. What approach do you take with the highly creative talents you have working for you?*

Creative people are given much more freedom. Why? Because their strength is in seeing the world from a perspective no one else can. It's in our mission to put creativity right at the centre of everything we do. You can't constraint a creative mind too much. For some people, putting a wall around their creativity is like a form of suffering, and you can't do that. Of course it's a work environment, so there are rules that must be respected.

*The words "courage, evolution, excellence, and respect" encapsulate OTB's values. What do these words mean to you?*

They are a mix of the entrepreneurial spirit of my father and the spirit the group needs to go into the future. "Courage" is our main value. It comes from who we are – Only The Brave. It's always been one of the most important values for my father. Everything we have ever done has taken courage. For example, with Diesel we changed the rules of the fashion industry and did many things others weren't doing. We emphasise this a lot. The real evolution of the company came about through people seeing things in different ways and pushing boundaries.

"Excellence" is fundamental. In a dynamic environment we have to look for excellence in everything we do. We want to raise the bar and do everything a little bit better every day. It may sound banal, but I often find myself in meetings and wondering 'Guys, is this really the best we can do? Is this the "excellence" we're pushing for?'

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The third value is “respect”, especially a respect for people. It’s something I relate to very much because without people a company is nothing. We don’t just want people working for the group; we want them to feel they are part of the group. When people wake up in the morning and look in the mirror, we want them to be happy to come to work – to feel they are not just doing something for us, but also for themselves.

To make this a reality, it’s not only essential to create an environment and culture in which people feel they can work well, but also to ensure they live well. By that I mean a good work-life balance. We take this into consideration and offer services, facilities and opportunities for people to grow and to live a better life. As you know, if one side of the scales becomes heavier than the other, either the work side or the personal side suffers and sooner or later something breaks.

The fourth value – “evolution” – links the vision of my father to the future. It’s something that is very close to me. My father’s history as founder of the group, and the history of the group itself, has always been about revolution. He brought about many changes in the industry. We can’t pretend we can have such a huge effect every day. Instead our goal is to take this attitude and make small changes – try to improve, upscale and grow a little bit every single day. What’s important is to see this as a constant movement.

Our task – my personal task – is to take the entrepreneurial and personal spirit of my father and evolve it every day until it becomes inherently the spirit of everyone in this next phase of the group’s growth.

*Relative to the future, the company’s mission states its challenge is to “build brands for a new breed of customer”. Who or what is this new breed of customer?*

You mentioned something earlier that made me consider how much customers change every day. The approach they have, not only in their spending behaviour, but also in their personal behaviour, is evolving so fast it’s very hard to keep up. In the past we were very able

to see the needs of consumers – their lifestyles and aspirations – and interpret it through a series of products and services. In many respects the belief was that fashion could be part of their lives in every single waking moment.

Now we’re facing a new generation of consumers, the millennials. They are very different. They’re not necessarily that linked to fashion products any more; maybe fashion no longer really makes a statement for these consumers. It’s very difficult to find the answer because they’re less linked to brands in general. In fact, they’re more linked to people, to certain behaviour models, to concerns like sustainability.

*It’s more about finding out their attitude to life rather than just to fashion?*

It’s exactly that. If you look at customers only in terms of T-shirts, let’s say, or whether a polo shirt should have a zip or not, you’re dead. Why? Because someone’s going to come along who is cooler than you, or less expensive than you, and they’ll enter the market and take your place.

To succeed you need to understand and interpret what’s important to them and what message they want. This new generation of customers is less trusting of brands in general. They’re not looking for logos. Instead they’re looking for a philosophy. While we’ve always been very good at doing this, today it’s much more difficult. But of course we try to stay on top. The challenge is to find the right angle to be able to talk to them. Understanding this new breed of customer is the key. We have to ask: what is of importance to them that we can deliver?

In part the answer lies in our four values. Drawing on the entrepreneurial courage shown by my father, making sure we have the right people around us, being excellent at what we do, and evolving to meet the needs of a new generation of customers – only by continuing to be brave – that’s where our future growth and success is to be found.

*Stefano Rosso, thank you very much. ■*

WEB [www.otb.net](http://www.otb.net)

## OTB fact file

- Company founded in 1978 with the birth of the Diesel brand.
- Diesel has a presence in more than 80 countries.
- The group Only The Brave is created in 2002, changing its name to OTB in 2013.
- OTB is the parent company of iconic fashion brands Diesel, Maison Margiela, Marni, Viktor&Rolf and Paula Cademartori.
- Avant-garde luxury fashion house Viktor&Rolf is created in 1993 by Dutch designers Viktor Horsting and Rolf Snoeren.
- OTB employs over 7,500 people and in 2015 generated revenues in excess of €1.5 billion.
- Created in 2008, the Only The Brave Foundation contributes to the sustainable development of less advantaged areas and people throughout the world.

# BAGS OF SUSTAINABILITY

Alumna Rosanne van Kleef talks about Juuty, a luxury handbag and accessories brand she founded with her partner Rik van Dueren den Hollander after a world trip ended with unexpected entrepreneurship in Bangladesh.

STORY BY IMOGEN MOORE

**A**fter planning to be in Bangladesh for only two days, Rosanne van Kleef and her partner Rik van Dueren den Hollander stayed for two months, couch surfing with locals after falling in love with the Bangladeshi culture.

Bangladesh was one of the unexpected stops on a world backpacking adventure that the couple took, marking the successful completion of Rosanne's MSc in Strategic Entrepreneurship in 2014 (following on from her BSc Business Administration in 2013). Unknown to them at the time, Bangladesh would become the first stop on a year-long odyssey to source the most sustainable products and processes for the brand that would become Juuty.

'We knew we wanted to do something for Bangladesh. So we started by asking ourselves: "What does Bangladesh have, what does it do well?" The answer was jute and leather.'

Unlike the common jute used to make potato sacks, Bangladesh also produces jute that is odourless, hard-wearing and silky soft to the touch. 'It's also one of the most sustainable fibres in the world,' says Rosanne.

After experimenting with the idea of producing shoes, the couple realised they had the opportunity to use one of the key elements of entrepreneurship: solving a problem.

'I could never find anything in my bag. You're always missing a call because you can't find your phone. And we realised that other people had the same problem.'

Sketching a prototype design on the back of an envelope, a design that included a high number of zip pockets to eliminate the "handbag black hole", Rosanne and Rik began the long and complicated process of finding factories and suppliers to bring Juuty to market.

## Biggest challenge

'This part was the biggest challenge. We wanted to select *all* of our own components. For instance, we have metal accessories on our bags. These were made in a factory in China, so we flew there to check the factories, the conditions, the source of the material, everything. We selected every supplier for every part of the bag. It took a lot of time and a lot of energy and a lot of disappointment – it took us a year to set up the production process, working seven days a week, often day and night, to get everything perfect.'

It's not only sustainability of materials that is important to Juuty. Bangladesh is not known for gender equality – 'When we would tour the factories, the owners would look only at Rik, speaking only to him' – and the couple found a way to combat workplace sexism with an elegantly simple solution.

'We gave them new clothes. Instead of women working in traditional dress, we brought in T-shirts with the Juuty brand. The next time we came back all the workers were wearing them. We could see more equality with all the people working as a team.'

Juuty is the Bangla word for couple or pair so it's apt that Rosanne and Rik modelled equality whenever possible. 'We were always on the same level, discussing things together. That was quite new in Bangladesh. We showed that if you work together you can improve things.'

I WILL CHANGE  
PERSPECTIVES

Radu Panciuc, Romanian  
Alumnus, MSc Supply Chain Management



“ I could never find anything in my bag. You're always missing a call because you can't find your phone. And we realised that other people had the same problem.”

Rosanne van Kleef, co-founder, Juuty

Each bag comes with a number, a certificate, and a story that offers some insight into the high-standard principles behind the brand. Rosanne is passionate about connecting Juuty's customers with the people who make the products and one of the core elements of the production process is that a single individual creates the entire piece.

'Normally an employee makes just the buttons, for instance. It must be so boring! If you like your job and if you're happy with it, the quality improves. And I really think that consumers are more aware of the production processes. Is it made in a fair way? Where are my products made? How are they made?'

It seems that the commitment to quality at all levels of the supply chain has paid off. Juuty products are now being sold in 25 stores in the Netherlands, Belgium and Austria. 'It has been an amazing two years,' says Rosanne.

Her advice to young entrepreneurs is simple. 'Get out from behind your desk and speak to people. We asked everybody: "What would you change about your bag? What annoys you?" You can't research everything online.'

Rik will soon take over his father's company, yet another surprise chapter in the story of these two young entrepreneurs. This unexpected turn of events will make time a scarce resource so Juuty is being sold to an international company, carefully chosen by the founding couple.

'We were approached by a lot of businesses that just wanted to buy the brand and didn't care much about the story. Juuty is our baby! Our ambition was to grow the brand worldwide, to make more work for the people in Bangladesh. We're sure that the buying company will continue to grow Juuty in the same way we would.'

Despite the challenges of entrepreneurship, Rosanne would change nothing. 'People approach me to ask where I got my bag. I've never had that before – and you know, I own a lot of bags! Oh, and there was also that time that we met Bill Gates...'

WEB [juuty.com](http://juuty.com)

# FASHION— MORE THAN JUST A STATEMENT

If you had any doubt that fashion is a truly global business, consider the career of alumna Alejandra Lopez, global communications manager for Tommy Hilfiger Europe. A 27-year-old native of El Salvador, Alejandra (BSc International Business Administration 2011 & MSc Strategic Management 2012) is based at the company's world headquarters in Amsterdam, where *RSM Outlook* spoke to her about what it's like to work for an international fashion brand.

**STORY BY** BENNETT VOYLES

*Have you always wanted to work for a fashion company? If so, what about the idea appealed to you?*

I have always liked fashion and been inspired by the fashion world, but I had not strongly considered a career in a big fashion company. However, when the opportunity presented itself I was very excited by the prospect.

*What does your job entail?*

To develop and manage global communications strategies with a special focus on Latin America, Spain and Portugal. I also manage and support global initiatives across all platforms for those markets, including print, broadcast and online. Additionally, a large part of my role involves managing and supporting on-brand events, including our New York Fashion Week runway show, press junkets, store openings worldwide, and personal appearances by our brand ambassadors.

*What is an ordinary day like for you?*

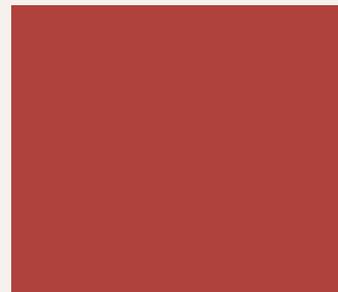
My days vary significantly depending the season and the projects we are working on. On an “ordinary” day I’m usually connecting with my markets to make sure we are on track with our communications strategies across all initiatives – from reviewing press opportunities to ensuring that the brand is leveraged in key fashion publications, both offline and online.

*Before Tommy Hilfiger, you spent most of your professional career working for Dutch companies. What’s it like working for an American company?*

Actually, our PR team is quite diverse; from French to English, Irish, Dutch, Italian, and Canadian – it’s one big melting pot. So I deal with different cultures every day – that’s one of the things I love the most about my job.

*What are the most challenging aspects of being a global communications manager of a major fashion brand?*

One of the most challenging, yet most rewarding things, is to successfully adapt each strategy, ini-





tiative or event to each market locally while maintaining the brand spirit at the core.

*How is social media changing what you do?*

In the past, PR teams had to think mostly about what would appear in the fashion magazines. Today, we need to plan strategically across a wide variety of media, from print and online channels to fashion bloggers and social media. It's a big challenge but it also represents a world of opportunity.

*Is it very different from other kinds of public relations?*

Most PR professionals share the same goal: ensure the brand achieves the desired exposure. That said, fashion PR is quite unique because of the seasonal variations in our product.

*Have any of the courses you took at RSM turned out to be particularly useful?*

All courses were very useful and shaped me into the person I am today – particularly applied business methods, skills, and the cross-cultural management courses, which I still apply every day. Also, studying in such an international environment gave me a strong foundation to understand and work with other cultures.

*What does it take to succeed in fashion PR?*

You need to be extremely flexible – our plans are constantly changing – have a pro-active and hands-on mentality, and be willing to work hard.

*So is it what you expected?*

Yes, absolutely. The business of fashion is incredibly fascinating and constantly evolving, especially over the past few seasons. It is an incredible experience to be part of a premium global lifestyle brand. There's a lot happening, but that's what keeps it challenging and fun – there is never a dull moment at work and it's exciting to be part of it. ■

**WEB** [global.tommy.com](http://global.tommy.com)



Alejandra Lopez

“ It is an incredible experience to be part of a premium global lifestyle brand.” Alejandra Lopez



# UNDERSTANDING *THE TAO* OF LUXURY BRANDING

Of all the topics in marketing, luxury branding is perhaps the most counterintuitive. Luxury branding is to branding what quantum physics is to physics: a topsy-turvy world where many of the ordinary rules don't apply – where customers can't be persuaded by functional arguments, fortunes are spent advertising to people who will never buy your product, and raising the price can sometimes increase demand.

STORY BY PROF. STEFANO PUNTONI

**T**hat might not sound like your business, but luxury is still worth studying, as many of the tools used in luxury branding can be useful elsewhere. Even business-to-business marketers can learn a lot from studying this weird world.

The main difference: mainstream branding is driven by demand (What do you need? We'll make it for you.); luxury

branding is driven by supply (You've never imagined anything this great. Don't you want it?). For example, while consumer product companies conduct focus groups to decide every detail of their products and packaging, high-end clothing designers choose what colours will be fashionable, and then more or less tell the consumer what's in style.

Premium brands operate in a world of relatives. It's worth paying X for this product because its higher quality offers a better value. Luxury operates instead in a world of absolutes. Luxury brands do not discuss value. Either you are willing to pay for the best or you aren't – and *best* is never defined relative to the price.

A luxury marketing pitch tends to be image-driven. Luxury ads are often deliberately ambiguous, making it easier for consumers to place themselves in that fairy-tale world. To enhance this illusion, such brands tend to share several other characteristics as well:

- Luxury is scarce. Fiat, the owner of Ferrari, could expand the assembly line to meet demand tomorrow. Yet management chooses to maintain a two-year waiting list simply to heighten desire for the product.
- Luxury is famous. Of course, social status and the envy it generates are important benefits of luxury. That's why luxury brands cultivate awareness among people who will never buy the actual product. The pull of luxury brands is strongest when everybody knows the brand but only the very few can buy it.
- Luxury is expensive. Another way in which luxury brands express their exclusivity is through price. In luxury, prices are an expression of this exclusivity rather than functional value. Often, in fact, a higher price can actually increase sales.

Overall, luxury brands are about exclusivity. It's in everything they do, from the product to the price. The practice of luxury branding involves making things hard for the customers – harder to find, harder to buy, sometimes even harder to use. Mainstream brands by contrast are inclusive: they want you to know everything about them and they try to encourage you to buy, and make everything as easy as possible for you.

Of course, hybrid models are possible. Some companies will feature a luxury line to build awareness of a product but depend on a premium line to support the bottom line, such as a cognac company that sells very special bottles for thousands but sells mostly €30 bottles in airport duty-free shops, or fashion companies that might have 100 customers for their couture line but millions for their lipsticks.

Luxury brands are always about making the customer feel special. Even premium brands have sometimes had great success with a pitch that emphasises luxury-style exclusivity: think of the most famous hair colouring slogan of all time – “Because I'm worth it” from L'Oréal, which turned the relatively high price of the dye into part of the product's appeal, conferring specialness on the woman who used it.



What lessons can marketers of more ordinary products learn from luxury?

- Be mysterious. Luxury brands seldom volunteer information. This can work just as well in B2B branding. For example, one way McKinsey & Company can support higher margins is the mystique and aura that surrounds the company.
- Be infallible. No one ever got rejected for buying an engagement ring at Tiffany's. Similarly, as the saying goes, nobody ever got fired for buying IBM.
- Be firm. If the offer can sustain it, B2B customers may actually be reassured by a refusal to negotiate or even to emphasise price: FedEx never has discount days. Even the opposite can work: sometimes playing hard to get can help to attract customers. Sigmund Freud, who arguably made psychoanalytic treatment a kind of luxury product, went so far as to argue that paying for treatment was an important part of the cure.

But perhaps the most important and the most positive thing to be learned from luxury branding is the scope it offers the imagination. Luxury brands don't ask; they invent. When a Steve Jobs gives the world an iPhone or even when a designer decides that chartreuse is going to be one of the colours of the year, the world becomes a little richer – even if (for this year, at least) you're looking in from the other side of the velvet rope. ■

“...high-end clothing designers choose what colours will be fashionable, and then more or less tell the consumer what's in style.” Prof. Stefano Puntoni



## Faculty profile

Stefano Puntoni is a professor of marketing at RSM. His teaching expertise is in the areas of brand management, marketing strategy, and consumer behaviour. He teaches brand management in RSM's Executive MBA

programme and marketing strategy in RSM's MSc Marketing programme. He is also active in open enrolment and customised executive education.

**WEB** [www.rsm.nl/people/stefano-puntoni](http://www.rsm.nl/people/stefano-puntoni)

## RESHAPING THE FUTURE

# ONE DREAM AT A TIME

Everyone who studies at RSM is of course looking for a sound business education. But many take it a stage further and are inspired to live their entrepreneurial dreams. Here *RSM Outlook* talks to two former students who launched start-ups with very different ambitions.

STORY BY TIM SKELTON

### Wanderwatch

Every parent knows the problem. You want your kids to get fresh air and exercise, but persuading them to leave their computer screens and get off the sofa isn't easy. One new start-up, however, thinks it may have found the solution.

Wanderwatch was co-founded by four young people, three of whom met while studying at RSM. Their idea is a gaming device worn on the player's wrist and designed for use outdoors. The devices interact with one another so children can play in groups. Moreover, they have a built-in GPS that means parents can keep track of their little ones.

All four founders have families of their own who provided inspiration. 'When we were young we played outside all the time. Nowadays many kids stay indoors and there's a tendency towards obesity and inactivity,' co-founder and RSM alumnus Ellie Karssemakers (OneMBA 2007) explains. Her mission is to get kids off the couch and outdoors again. 'It's scientifically proven that it makes kids smarter and helps develop their creativity skills,' she says.

The problem the team faced was that the available toys, such as bicycles or footballs, had changed little in decades, and didn't engage today's switched-on youngsters. 'When children are indoors, all their toys and gadgets have batteries, and they make sounds and are interactive,' Ellie says. 'Kids are attracted by interactivity, so we wanted to make something that could be used outdoors.'

The seeds of the company were sown in 2015, a few years after the team left

RSM. 'We'd kept in touch after graduating,' Ellie says. 'But it was only last year when we were discussing business ideas that the concept came up. We were so excited by it we founded the start-up.'

Wanderwatch was able to get two loans within a few weeks, faster than most start-ups. Ellie puts this down to the way RSM helped them be professionally organised. 'RSM's international network also taught us to think globally and learn about other cultures. And

“ I really enjoyed working with global cultures at RSM. And now it's something that I apply every day.”

Ellie Karssemakers, co-founder,  
Wanderwatch





we're already an international business because two of us are in the Netherlands and two live in Chicago,' she says.

Understanding other cultures is vital for Wanderwatch as the team source their hardware from China. 'RSM helped us understand that you have to build relationships to do business there. We need to make sure that the right quality assurance is in place and the product is suitable for sale in other countries,' Ellie says. 'It was a challenge with many ups and downs, but we managed it,' she adds proudly. 'I really enjoyed working with global cultures at RSM. And now it's something that I apply every day.'

This international perspective was also inspirational to co-founders and fellow RSM alumni Jurriën van den Akker and Anton de Nijs (both Executive MBA 2006). Both say it was a study trip to Japan that remains their fondest memory of the school.

“ My children talk about Wanderwatch as if it's part of the family. And it is in a way.”

Ellie Karssemakers

The first test Wanderwatch prototype has now been developed and the team have a patent pending. They are now looking for an “angel investor” to help with next year’s planned launch. ‘That’s also difficult,’ Ellie admits. ‘It takes time to find the right person. But RSM helped us to think big, which is why we’re launching on two continents. And we already have our first retail store interested.’

While the current company focus is on one product, Ellie says she sees other opportunities in future. ‘We’re thinking of something similar for older people,’ she hints. ‘The basic technology is the same, but we’ll need a different approach.’

Ellie admits that setting up a business has been a bumpy ride. ‘Coming from corporate backgrounds gives us the energy we need. But we have to arrange everything ourselves. We don’t have the luxury of a secretary or back office,’ she says. ‘And we gave up nice salaries, so now we’re reliant on the support and belief of our families.’

Balancing work and family life can be tough, but it helps when you’re developing a product for kids, as Ellie explains. ‘When you’re working from home on a conference call, people don’t find it strange when they hear a child’s voice in the background!’ she says. ‘Even so, you have to take every opportunity you can for Facebook or email. My children talk about Wanderwatch as if it’s part of the family. And it is in a way.’

So what has surprised the team most since they set out along the entrepreneurial road? ‘We were all used to working in big groups,’ Ellie says. ‘What we’ve found amazing is what we’ve been able to achieve in a small team. We’ve had so much help from the networks we built up at RSM and more recently. We have no money to pay them, but what we’ve seen is that your friends are there to help you when you need them.’

WEB [www.wanderwatch.com](http://www.wanderwatch.com) ▶

## Manifesto

Accountants are often viewed as number crunchers whose focus is on a company's annual statements. But in the past they were also trusted members of the business community to whom others turned for advice. Dutch start-up Manifesto's aim is to restore that role by building an accountancy and business coaching network for entrepreneurs that is relevant to the 21st century new economy.

Company founder and RSM alumnus Erik Friedeberg (*Bedrijfs-wetenschappen doctoraal 1990*) says the approach is completely different to others in the sector. 'Everything you think about accounting – people with computers making annual statements – is important, but it's old-fashioned. The figures are too late to give effective guidance to your company, and it's detached from entrepreneurship,' he says. 'We're about helping people realise their dreams. Entrepreneurs are so busy they sometimes forget where their strengths lie. We start where normal accountants end.'

Erik's inspiration came from his own experiences after graduating from RSM in 1990. 'When I studied the goal was as much profit as possible, but things are changing,' he points out. 'I've been an entrepreneur for 15 years and coached many people with their own business. But they often had financial difficulties because they were so busy doing daily things they forgot about their dreams. They had accountants, but were using figures they didn't understand.'

Erik's plan was to remove the pain by simplifying and digitising bookkeeping. 'We started an external admin factory,' he explains. 'Entrepreneurs just have to upload their invoices and everything else happens automatically. They don't have to do basic bookkeeping, and can see in real-time how their business is doing.'

Moreover, since – in Erik's words – the company is about both 'money and meaning,' he wanted a "personal scoreboard" for his clients so they can monitor their performance against their personal, business and societal goals.

“ We searched the world for such a tool, but it didn't exist. So we're developing it ourselves...”

**Erik Friedeberg, founder, Manifesto**

'We searched the world for such a tool, but it didn't exist,' he says. 'So we're developing it ourselves, for Manifesto's and other companies' clients. You can see immediately by colour how an entrepreneur is scoring on their goals. If a goal turns red, the entrepreneur needs coaching or guidance.'

According to Erik, the company's most important aspect is that it is run by and for socially minded entrepreneurs. 'We only want clients who are in the "new economy" and/or want personal and business growth, not those focused on maximising profit. In the new economy people help each other to have more impact, so our clients are also members of the Manifesto co-operative who help to shape company policy. Of course we have costs, but all our clients pay the same fixed amount,' he adds.



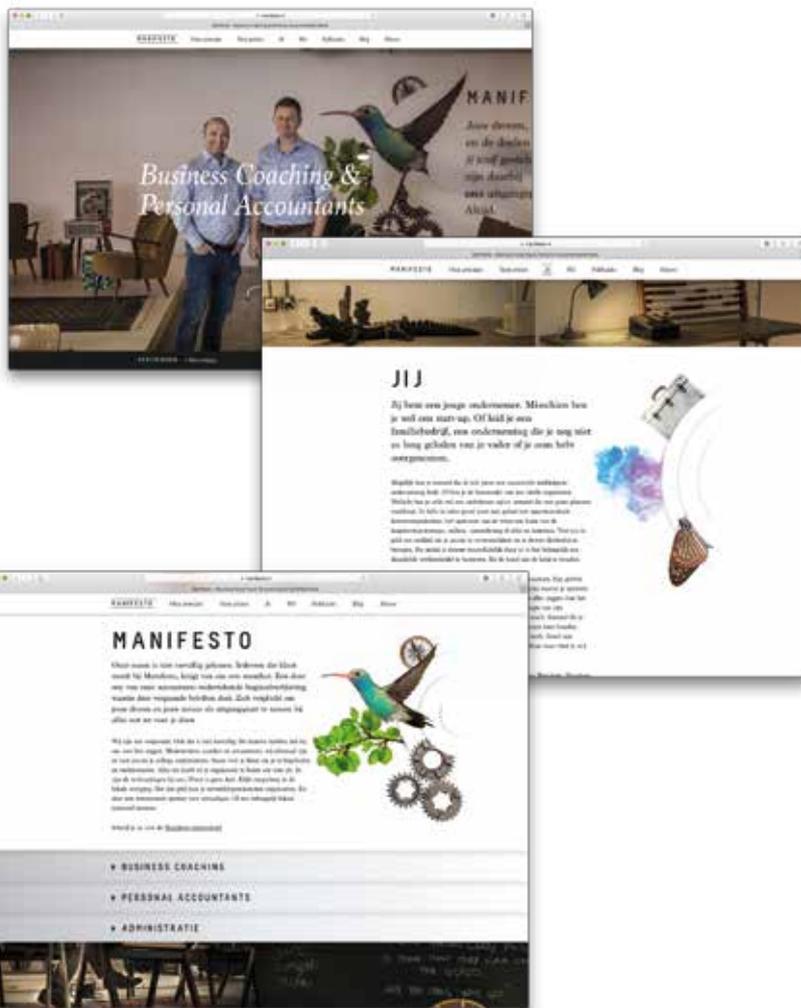
Manifesto's social responsibilities extend beyond its members. Any profit is used to fund local social projects and projects to foster entrepreneurship. It's up to members and clients how the money gets spent.

RSM played a pivotal role in Erik's understanding of what would be needed to make this socially oriented structure a success. 'The school inspired me to take a multi-disciplinary way of looking at everything. If you want to change the world you have many angles to approach it from,' he says. 'RSM taught me that this was how you solved problems, and it's a philosophy I've used for more than twenty years.'

Erik admits that Manifesto's approach doesn't always go down well. 'We are so new and at the forefront of development that some individuals find it hard to believe what we do is really possible. We've had lots of positive feedback from those who've got to know us. But when we started we received complaints after two days because people didn't think we were real accountants. That changed when Rabobank mentioned us as an example of the direction in which the accountancy profession should develop in future.'

With a wife and three children, Erik says balancing work and home life can be tough. 'At the moment we're a team of three or four so it's difficult. But what I'm doing fits well with my personal life and my family are very supportive. And when we scale up and grow our team, the balance will improve.'

In order to scale up, Manifesto is currently crowdfunding. 'It's a challenge,' Erik says. 'As we are both a social and financial company we pay a low interest rate compared to many start-ups, which makes it harder to find investors.' Nevertheless, Manifesto is sticking with its ambitious goal of having around 30 offices in the Netherlands within three to five years, and expanding abroad.



Erik's underlying ambition is helping other entrepreneurs. 'I believe that by playing to your strengths and doing the right thing for society your company will succeed,' he says. He also wants to become a role model for accountancy, by showing the sector it needs to focus on goals not maximising profits. 'Their focus is too negative,' he continues. 'For us it's the other way around. We want to inspire others and prove you can do accountancy from the heart. Maybe in 10 years' time it will all be done this way.' ■

**WEB** [www.manifesto.nl](http://www.manifesto.nl)

**I WILL LEAD INNOVATION IN FINANCE**

Narcisa Radvanszky, Romanian Alumna, Executive MBA

# Honorary doctorate for inspirational scientist



Renowned behavioural economist and social commentator Dan Ariely is one of this year's two recipients of Erasmus University Rotterdam's annual honorary doctorates. On this, the occasion of the university's 103rd birthday, the responsibility for choosing one of the candidates was given to RSM's department of marketing management.

STORY BY REBECCA MORRIS

Prof. Ale Smidts, chair of RSM's department of marketing management, is discussing his reasons for choosing Prof. Dan Ariely (pictured above) for a *dies natalis* honorary doctorate. 'Once you have met him and heard him speak,' he says, 'you know this is an exceptional human being.' At 49, Ariely is one of the youngest scientists nominated for such an award by Erasmus University Rotterdam.

A professor of psychology and behavioural economics at the marketing department of the Fuqua School of Business, Duke University, Ariely has published 130 journal articles in a

20-year period (that's an average of one every other month) on the subject of human judgment and decision-making. An inspiring mentor, writer and speaker, he captivates audiences with his ability to make the complex understandable and relevant. Most notably, his audiences are not only academics, but also comprise business people and the general public.

'Few scientists in the marketing field are currently achieving such a broad impact,' explains Prof. Smidts. 'This is what we aspire to at RSM: outstanding scientific research that has great impact.'

Of the news of his honorary doctorate, Ariely said: 'It's always a great honour to get an honorary degree but for me, I'm particularly happy this is from a Dutch university. Recently I've been collaborating more and more with Dutch institutions, starting with Joep Lange Institute, where we are looking at healthcare in Africa. Erasmus University is one of the most impressive academic institutions in the world, with a tremendous business school and economics department. I'm looking forward not only to receiving the honorary degree but also to meeting new people, learning more about the university's current research, and creating new ties. I am hoping that this degree is not an end but a beginning – a door to new activities.'

## Why his research matters

From early on, an important line of his research has been devoted to the topic of dishonesty. The standard economic model of rational decision-making has posited that people act dishonestly because the magnitude of possible gain outweighs the probability of getting

“Once you have met him and heard him speak, you know this is an exceptional human being.”

Prof. Ale Smidts on Dan Ariely



caught and its respective punishment. In his research Ariely demonstrated that, to the contrary, much of our decision-making is systematically (thus predictably) biased.

‘Ariely introduced a theory in which dishonesty stems from two opposing forces: the desire to benefit from dishonesty and the desire to view ourselves as moral beings,’ explains Prof. Smidts. ‘This struggle leads us to cheat just “a little bit”, thus benefiting from the dishonesty while still being able to feel good about ourselves.’

His work reveals the inconvenient truth that we are all prone to misbehave. The good news: we cheat less than the rational model of crime would predict. Ariely identifies creativity and psychological distance as being among the drivers for this behaviour. People are more likely to take office supplies from the workplace than money, for instance, simply because we can more easily come up with rationalisations for taking away a pen.

‘In an economy where many transactions are digital, thus increasing greater psychological distances, his research predicts we may expect to see more cheating, for example in online dating profiles, digital insurance claims forms and tax forms,’ says Prof. Smidts. ‘His research also shows that taking pledges and ascribing to codes of conduct do not strongly affect behaviour unless there are reminders at the moment the behaviour might occur.’

Another example of his influence can be seen in his publication of a paper titled *Neuromarketing: the hype and hope of neuroscience in business*, jointly produced with neuroscientist Gregory Berns in 2010. Smidts coined the term “neuromarketing” in 2002 only to see it sullied by its association with commercial (mis)application. This paper saw the term once again become *salonfähig*, simply because it had been published in a top neuroscience journal.

Ariely’s genius as a researcher lies, in part, in his ability to come up with creative, unorthodox and clever experiments to prove his theories, says Prof. Smidts. His outreach is much bigger than marketing. He publishes not only in top journals in marketing and management, but also in economics, psychology, neuroscience and medical journals. He is a superb mentor, says Prof. Smidts. Many of his former students are now well-known academics. His collaborators – he has worked with over 140 different co-authors – laud his creativity and talent.

And then there is his remarkable impact on businesses and policy makers. He publishes regularly in *Harvard Business Review*. He has had three books on *The New York Times* bestseller list: *Predictably Irrational* (2008), *The Upside of Irrationality* (2010) and *The Honest Truth About Dishonesty* (2012). In his bi-weekly advice column in the *Wall Street Journal*, “Ask Ariely”, he provides scientifically informed advice on a huge range of topics.

As a speaker, Ariely is sought-after at conferences and seminars for academic, business and general audiences all around the world, sharing his research through the power of storytelling. Indeed, his five TED Talks have been watched more than 14 million times. Through his Center for Advanced Hindsight, companies and policy makers access his talents via his consulting work.

‘Ariely has made an outstanding scholarly contribution to the field of marketing while having an impact on people, businesses and policy,’ explains Prof. Smidts. ‘He is simply an inspiration as a scientist.’ ■

*In addition to receiving his honorary doctorate in November, Prof. Ariely also gave a seminar, “Consumer behaviour in the digital economy”. Read about it here* [WEB www.rsm.nl/danariely](http://www.rsm.nl/danariely)

# Contributing to societal debate

Bridging the gap between academic research and real-life application is critical for business schools if they are to offer any real value to the world. RSM is no exception and so it is leading the charge to ensure that the results of its research activities are not only shared with the business community but are also used to make positive contributions to public debate, policy-making decisions and broader society.

STORY BY KEVIN TITMAN

Long gone are the days when business schools and universities explored and expounded management issues purely for the sake of publication in esteemed journals. While this remains a crucial part of any academic institution's reason for being, reaching out to businesses, decision-makers and the community at large figures highly on the list of strategic priorities of RSM.

'We as academics have a triple responsibility, which I have dubbed Academia 3.0,' says Henk Volberda, professor of strategic management and business policy and director of knowledge transfer at RSM. 'Our core activity is to conduct research activity and disseminate the results, while stage two is to share it with companies for practical application and learning. Stage three is to try to impact concrete issues affecting the general public through an academic but also practically focused lens. It is essential that we strive continuously to get our message out to the world, for its benefit.'

## Tools to succeed

Recent developments at RSM in this direction have taken a variety of forms, from live, in-person debates and dedicated publications, webinars covering areas such as supply chain management and customs law, through to blogging, and involvement in programmes by organisations including the Dutch Ministry of Defence, the Red Cross and health-care institutes. Other activities include knowledge labs, and scholarships for NGOs.

One of the key tools in this endeavour is the online platform RSM Discovery, which, along with the school's print publication of the same name, seeks to bridge the gap between theoretical investigation and real-life application – but in an altogether more interactive format. The site provides a wealth of content including videos and podcasts designed to present the fruits of existing research in a more user-friendly, digestible manner. In September of this year, a live debate was streamed via the site on the theme of the future of work. Two more events are

planned for February and May of next year on the same subject and exploring the implications for employees and management respectively.

## Broadcasting a message

With such an array of tools at their disposal, RSM faculty can now truly get the message out to the public as well as to the corporate domain. In doing so they increase visibility, accessibility and credibility for the school – and make a difference.

For Lucas Meijjs, professor of strategic philanthropy at RSM, this is not only an opportunity to display expertise but also to create a hunger in society-at-large to understand what the school is doing and get involved. 'A top school like ours cannot and will not stand aside from issues affecting businesses and people. It is also essential that we maintain the most regular dialogue possible with our stakeholders. This is far removed from traditional lecturing – this is getting everyone involved and bringing them together via relevant debate.'



I WILL FOSTER  
AUTHENTICITY

Ruth de la Fuente, Spanish  
Alumna, Executive MBA

“ This is far removed from traditional lecturing – this is getting everyone involved and bringing them together via relevant debate.”

Lucas Meijjs, professor of  
strategic philanthropy



### Positive change

Just as participants can glean new insights into corporate and social issues, so too can RSM benefit from the live/virtual format of such debates. The objective is to showcase the opinion and input of RSM researchers to the advantage of the paying participants from outside the academic sphere who choose to get involved. According to Klaas Wassens, executive director of RSM's Executive Master in Customs and Supply Chain Compliance, this is a chance to be seized upon – and also a duty of the school. “The fact of the matter is that many academic institutions are supported by public funding, so it is not only in the interest of a school like our own to engage in this kind of dialogue for reasons of visibility but also something we owe. We want to develop scenarios and propose solutions for the common good.”

### Reasons to participate

RSM Discovery and the various related activities and initiatives are a part of an

ongoing project. Its mission is to be an inspiring force of positive change. The objectives are clear, while the advantages for participants from outside of the school are numerous. The events (both virtual and live) provide a window into the work and findings of a top school of management, offer takeaways for business practitioners, and the chance for the public to influence research activity by committing to a concerted joint effort between the academic and business worlds in order to have a say in future governmental and organisational policy. It's a rare opportunity not to be missed and one made possible by the desire of the school to break out into the outside world and make a mark that is not purely academic but is, of course, still rooted in rigorous research. ■

To access RSM Discovery, visit

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

For more details about RSM's live events, go to **WEB** [www.rsm.nl/discoverylive](http://www.rsm.nl/discoverylive)

# HOW BUSINESS CAN SAVE THE WORLD

Competition and strategy have been the core of Professor Michael Porter's big ideas and influential publications for the past 40 years. The author of 19 books, the most-cited academic in the world and the undisputed guru on the topics of strategy and global competitive advantage, Porter has inspired and informed two generations of business leaders.

STORY BY LESA SAWAHATA

In his introduction of Michael Porter (pictured) at the event “Creating Shared Value: business must compete to change the world,” which took place in Rotterdam last May, Pursey Heugens, RSM professor of organisation theory, development, and change, said: ‘Michael has been able to continuously reinvent himself, investing in the conceptual tools and global measurement strategies that have made his ideas measurable and actionable.’ He went on to note the ‘continuing relevance of the ideas Michael has given us through his research, teaching and consultancy’.

With the publication in 2011 of the article *Creating Shared Value (CSV)* in *Harvard Business Review*, Porter introduced an elegantly simple proposition to address the uncertain tides of global business while simultaneously solving society's most pressing issues. CSV is ‘the next evolution in capitalism’ according to the HBS Institute for Strategy & Competitiveness, of which Porter is director.

‘Societies everywhere are facing significant social, environmental and economic challenges,’ he said. ‘Governments and NGOs lack sufficient resources, technology and capabilities themselves to fully meet these challenges alone.’ Only business is equipped

to create large-scale positive change and economic prosperity, according to Porter. And CSV is the new approach business has been searching for.

## What is CSV?

According to the Harvard Business School Institute for Strategy and Competitiveness website: ‘The next transformation of business thinking lies in the principle of shared value: creating economic value in a way that also creates value for society by addressing its needs and challenges.’

‘What is shared value? Corporate policies and practices that enhance the competitive advantage and profitability of the company while simultaneously advancing social and economic conditions in the communities in which it sells and operates. Shared value is not corporate social responsibility, philanthropy, or even sustainability, but a new way to achieve economic success.’

During his presentation to an audience comprising senior managers in business and the healthcare industry, Porter described the trajectory of business's engagement with society – earnest but largely ineffective. Philanthropy – charity – is the oldest model of business helping society: donations of money and time to a “good cause” is not particularly scalable.

Over the past 15 years Corporate Social Responsibility (CSR) has become the focus of “good”, a needed intervention after major scandals involving economic, governance and ecological issues. ‘CSR says we've got to go further than just giving money, we have to change the way we engage with society,’ Porter said.

### The three levels of CSV:

- 1 Reconceiving needs, products and customers**
  - Meeting societal needs through products.
  - Serving unserved or underserved customers.
- 2 Redefining productivity in the value chain**
  - Utilising resources, energy, suppliers, logistics and employees differently.
- 3 Improving the local and regional business environment**
  - Improving skills, the supplier base, the regulatory environment and the supporting institutions that affect the business.
  - Strengthening the cluster on which the company depends.



He is enthusiastic about sustainability as one of the CSR tenets that business must embrace. ‘We’ve got to think about the consequences of what we’re doing today so we can keep making profit. We need a more sustainable long-term view of our companies in order to not harm society in pursuit of short-term economic success.’

However once again, while CSR is good, it hasn’t actually solved any big societal problems. And that bothers Porter. ‘I started worrying about what we would actually do to solve these problems because governments and NGOs can’t solve them and what we’re doing in business today isn’t going to solve them.’

### CSV is the answer

The answer to these societal issues has been staring business in the face – but it requires a new way of thinking about how we do business. CSV means addressing societal needs and challenges through business itself, with a business model – and making a profit.

‘Shared value says there is no conflict between meeting social needs and

“ We need a more sustainable long-term view of our companies in order to not harm society in pursuit of short-term economic success.” Michael Porter

making a profit,’ said Porter. ‘In fact some of the greatest opportunities for business are meeting the unmet needs of society.’

Again, it is the mindset of business that must shift, said Porter. ‘We have to take social problems from the *side* of what business and capitalism are, and put them in the *core* of what we do,’ he said. ‘This is transformational. And as CSV starts to get more and more momentum and traction, we are starting to

see huge impact – with such organisations as Nestlé, Novartis and numerous regional banks and insurance companies. I guarantee you that every single organisation in the room can do this, but you’ve got to understand where you can play. Shared value has to do with your particular company, your particular business, your particular skills, your particular assets. Societal deficits create costs for us – we want society to be effective and efficient, that’s better for business.’

### The punch line

As ever, Porter wants to deliver “the punch line” to drive the point of CSV into the minds and hearts of business. ‘The message is that we are in business to create economic value and prosperity. If we don’t, there will be no prosperity. Only business can create that. And profit is not bad. Profit is actually the key to everything, the key to prosperity but also to scalability and sustainability. We can’t be ashamed of that – we have to celebrate how important it is when we can do that. But we’ve got to do it in a way that also creates shared value for society, and doesn’t erode value for society. Business acting as business is arguably the most powerful force for addressing many of society’s pressing issues and needs.’ ■

### Michael Porter

Michael Porter is the author of 19 books and numerous articles including *Competitive Strategy*, *Competitive Advantage*, *Competitive Advantage of Nations*, and *On Competition*. A six-time winner of the McKinsey Award for the best *Harvard Business Review* article of the year, Professor Porter is the most cited author in business and economics.

**For a full report on Michael Porter’s presentation and the event itself, visit [WEB www.rsm.nl/michaelporter](http://www.rsm.nl/michaelporter)**



# REMEMBER WHEN YOU WERE A STUDENT? Please share your memories ...

We always hear from prospective MBA students that they would like to connect with alumni to get a sense of our school and our MBA programmes. They want to know the 'look and feel' of who we are. We believe our alumni are the best ambassadors to show them, and to share their personal RSM MBA memories.

## Please join us in sharing the RSM spirit by:

- joining one of our recruitment events in person or online
- being a contact for questions or conducting interviews for us
- following MBA Marketing & Admissions via      

Email Merlien Kosoredjo ([mkosoredjo@rsm.nl](mailto:mkosoredjo@rsm.nl)) at the MBA Admissions office for more information.

ROTTERDAM SCHOOL OF MANAGEMENT  
ERASMUS UNIVERSITY



# FORTHCOMING EVENTS



## 9 DECEMBER LONDON CHRISTMAS DINNER

If you're in London reading a copy of *RSM Outlook* hot off the presses, you might still be in time to join the informal Christmas dinner for alumni on 9 December. It's at the Black & Blue piano bar on Wigmore Street, London W1. [To RSVP or to discover more local events](#)

[EMAIL alumni-london@rsm.nl](mailto:alumni-london@rsm.nl)



## THROUGHOUT THE YEAR BEDRIJFSKUNDE INFORMATION SESSIONS

Tell your Dutch-speaking colleagues they can earn a

business master degree while still working. Information sessions for the *Parttime Master Bedrijfskunde* programme are on campus on 17 January, 9 February, 11 March, 4 April, 15 June, 6 July and 8 August. The 2017-2019 programme starts in September, but it's possible to start a course in January 2016 to spread the workload. [More information at](#) [WEB www.rsm.nl/parttime-bedrijfskunde](http://www.rsm.nl/parttime-bedrijfskunde)

## JANUARY SEEKING FINANCE BUSINESS CASES IN FRANKFURT

Our new, advanced finance students will be on a study trip to Frankfurt on 17 - 20 January and are looking for finance or investment companies with business cases to work on. [If you can help, contact Mike Gruenwald](#) [EMAIL mike.gruenwald@student.eur.nl](mailto:mike.gruenwald@student.eur.nl) or to join the networking event after they finish on Friday 20 January in Frankfurt, [EMAIL external.mscfia@rsmstar.nl](mailto:external.mscfia@rsmstar.nl)

## JANUARY ALUMNI NEW YEAR'S DRINKS

Join us in Amsterdam in January to toast the New Year and discuss your plans and resolutions for 2017 with fellow alumni.



You'll find the date and venue for this informal, fun event at

[WEB www.rsm.nl/events](http://www.rsm.nl/events) or [EMAIL alumni@rsm.nl](mailto:alumni@rsm.nl) for more details.

## JANUARY ONWARDS OPEN LECTURES

There are new perspectives and new knowledge to be gathered from our *collegereeksen bedrijfskunde*. This series of lectures, in Dutch, allows open access to parts of the programme followed by *Parttime Master Bedrijfskunde* participants. You can put your new knowledge into practice immediately. See the topics, dates and fees at

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

## 11 JANUARY EUR OPEN DAY FOR PARENTS

Parents with children approaching university age and about to choose their study programme are invited to Erasmus University's Parents' Open Day on Wednesday 11 January from 19:00. Sessions include the study process,

what it costs, the selection process, problem-based learning and more. [WEB www.eur.nl/ouders/opendag](http://www.eur.nl/ouders/opendag)

## 13 JANUARY WORK SHADOW- ING DAY

Could you host a highly talented student for a few hours or a day at your work? We're looking for alumni within easy reach of Rotterdam who can show a normal day of business to an MSc Finance & Investments Advanced student. Students can sign a confidentiality agreement if needed. [For more information about work shadowing and to be matched with a student, contact Vildana Gačić at](#) [EMAIL vgacic@rsm.nl](mailto:vgacic@rsm.nl)

## 17 JANUARY FUEL YOUR FUTURE WITH BIG DATA

Professionals in data science and business analytics can learn how to use big data to solve leadership challenges in our eight-day Leadership Challenges with Big Data programme. Whatever industry you're from, your team will work on a case using big data and receive feedback. Sounds useful? [The programme starts on 17 January so register quickly](#) [WEB www.rsm.nl/lcbd](http://www.rsm.nl/lcbd)



## ONGOING ALUMNI ACTIVITIES NEAR YOU

A spring reunion in Singapore? An entrepreneurship event in Germany? A networking dinner in San Francisco? Around the world, alumni organise all kinds of events to get together to build their networks,

keep learning and stay connected while having fun. Discover the RSM Alumni Local Chapter calendar for activities near you. [WEB www.rsm.nl/alumni](http://www.rsm.nl/alumni) or contact the alumni team [EMAIL alumni@rsm.nl](mailto:alumni@rsm.nl)

# FORTHCOMING EVENTS



## 18 JANUARY & 8 FEBRUARY WHY GOOD PEOPLE DO BAD THINGS

New to the expanding series of "Frontiers in..." sessions are evening masterclasses about business-society management, delivered by business speakers and RSM faculty members. Join alumni and MSc Global Business & Sustainability students for a light dinner and the masterclass on 18 January, exploring "Why good people do bad things" and how you can influence this. The next event on 8 February is about leading and making changes through effective communication.

For more information

EMAIL [alumni@rsm.nl](mailto:alumni@rsm.nl)

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

## JANUARY & FEBRUARY NETWORKING DRINKS AT YOUR OFFICE?

Our top finance students will visit Rabobank, Oliver Wyman and Unilever over the next few months, and would like to meet alumni working there for networking drinks after their

company visits. Meet them on 26 January at Unilever in Rotterdam, 27 January at Rabobank in Utrecht, and 27 February at Oliver Wyman in Amsterdam. For more details contact **Vildana Gačić**

EMAIL [vgacic@rsm.nl](mailto:vgacic@rsm.nl)

## February EXPERTISE EXCHANGE FOR ENTREPRENEURS

Experienced entrepreneurs running small businesses are offering to share their expertise with those planning to, or who have set one up in the last three years, or those owning or managing a small- or medium-sized enterprise. New and aspiring entrepreneurs in participating European countries can join the Erasmus for Young Entrepreneurs cross-border exchange programme in February. For more information contact **Erasmus Centre for Entrepreneurship's Jeroen Veenbos**

EMAIL [veenbos@ece.nl](mailto:veenbos@ece.nl)

WEB [www.ece.nl/events](http://www.ece.nl/events)

## 28 FEBRUARY WOMEN IN BUSINESS MASTER- CLASS

Reflect on your own area of leadership, expand your knowledge base, interact with like-minded female professionals



and expand your network during our Women in Business masterclass on campus on Tuesday 28 February. Prof. Dianne Bevelander will discuss self-management, relationship management and network management, and how to use your leadership skills to your best advantage. For more information contact **Chantal Dammann**

EMAIL [cdammann@rsm.nl](mailto:cdammann@rsm.nl)



## FEBRUARY-MAY EXPANDING FRON- TIERS

We have expanded the "Frontiers in..." series which offers alumni and honours students the opportunity to explore topics through evening masterclasses with practitioner

speakers from business and theoretical speakers from RSM faculty. Stay up to date with business research and development in your field by joining our masterclasses in marketing management and business information management on campus this spring. The evening events include a light dinner. For more information contact **Alina Duijn**



## 3 MARCH RECRUITING FOR RETAIL AND LUXURY GOODS?

Top-class MBA students with a passion for the retail and luxury goods sectors will be heading to the Retail & Luxury MBA Career Forum in Milan on Friday 3 March. The event is organised by seven top European business schools, and connects around 300 international MBA candidates. To discover how your organisation can get involved, contact **Alina Duijn**

EMAIL [aduijn@rsm.nl](mailto:aduijn@rsm.nl)



## 1 MARCH PART-TIME PhD FOR YOU?

No one can bring new knowledge into your company better than you. Have you considered academic research and working at the same time? RSM now offers a four-to-five year, part-time PhD degree programme that

can supply new knowledge relevant to your area of business. Apply before 1 March to start in September 2017.

For more information [WEB www.rsm.nl/research/part-time-phd](http://www.rsm.nl/research/part-time-phd)



## SPRING WOMEN IN BUSINESS

We're adding two new programmes to the Women in Business portfolio. If they're anything like the rest of the series they'll sell out quickly.

*Join Courageous Conversations*  
**WEB** [www.rsm.nl/cc](http://www.rsm.nl/cc) and  
*The Strength of Networking*

**WEB** [www.rsm.nl/sn](http://www.rsm.nl/sn) to improve  
*your leadership skills and en-  
hance your career. Visit the links  
for dates and fees.*



## 24 MARCH JOINING THE ALUM- NI NETWORK

Get ready to welcome the next cohort of MBAs and EMBA's to the alumni network on 24 March, when the International Full-time MBA Class of 2017 and the Executive MBA Class of 2016 graduate with a ceremony at the World Trade Center in Rotterdam – and we'll be encouraging them to stay involved with the network.

*For more information about the graduation ceremony or the alumni network, contact the Alumni Relations Office*  
**EMAIL** [alumni@rsm.nl](mailto:alumni@rsm.nl)

## 25 MARCH & 24 JUNE SHARE YOUR MBA EXPERIENCE

Is anyone in your network thinking of an MBA? Or if you've done one, would you share your stories with prospective students during our open days on 25 March and 24 June? We'll present MBA programmes to suit all kinds of ambitions, a sample masterclass, information sessions about the RSM experience, and an MBA alumni panel. Visitors can speak directly to alumni during a networking lunch. *To get involved, contact Chantal Dammann*  
**EMAIL** [cdammann@rsm.nl](mailto:cdammann@rsm.nl) or  
**WEB** [www.rsm.nl/mbaopenday](http://www.rsm.nl/mbaopenday)

## 31 MARCH VALUING ECOLOGY

How do firms organise themselves to create economic value through integrating stakeholder concerns and respecting ecological boundaries? Join RSM alumni, students, faculty members and staff at the fifth RSM Sustainability Forum on campus on Friday 31 March. You'll investigate business models and best practices driving sustainable business.  
**WEB** [www.rsm.nl/sustainability-forum](http://www.rsm.nl/sustainability-forum)



## 9 APRIL RUNNING FOR SCHOLARSHIPS

Take up a challenge and enjoy the team spirit of the Erasmus Charity Run on Sunday 9 April 2017 at the Rotterdam Marathon. Join hundreds

of runners from Erasmus University Rotterdam for the 10.5 km or full marathon in the Netherlands' largest one-day sports event. The target is to raise at least €45,000 for scholarship funds for deserving students. *To join the team, visit*  
**WEB** [www.eur.nl/erasmuscharityrun](http://www.eur.nl/erasmuscharityrun)



## APRIL BSc STUDENTS NEED FEEDBACK

Would you consider role-playing a management board member and giving feedback on business plan proposals to first-year BSc student teams? You can help students by sharing your practical knowledge while working on your own coaching skills – and interact with other alumni during lunch and networking drinks after the sessions. *For more information or to sign up, contact the Alumni Relations Office*  
**EMAIL** [alumni@rsm.nl](mailto:alumni@rsm.nl)

## 13 MAY OPEN DAY FOR PROFESSIONALS

Fuel your future with our short and part-time programmes for professionals, and tell others to do so too! Join the open day on Saturday 13 May in Rotterdam. We'll show how to tackle business challenges and boost careers with our academic programmes during a mini-masterclass and information sessions about our short

open programmes, diploma programmes, the Executive MBA and the *Parttime Master Bedrijfskunde*. You can also share your experiences as an alumnus. *For more information, contact*  
**EMAIL** [info@rsm.nl](mailto:info@rsm.nl)



## 22-24 MAY CMA EXAM PREPARATION COURSE

Prepare yourself for the professional Certified Management Accountant (CMA) exams with our new three-day CMA Preparation Course, which will take place on campus in May. You'll receive useful tools to boost and direct your home studies when getting ready for this valuable internationally recognised professional qualification in accounting and financial management.

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

## 14-16 JUNE CORPORATE SUS- TAINABILITY CON- FERENCE

RSM will host the annual Alliance for Research on Corporate Sustainability Conference on campus on 14-16 June. It will be the first time this annual event takes place outside of the USA. As part of the alliance's mission to foster world-class research and build the community of scholars in this domain, the conference

# FORTHCOMING EVENTS

is expected to bring together around 200 scholars interested in corporate sustainability strategy and management.

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



## JUNE LEADERSHIP WEEKEND IN GERMANY

All RSM alumni are invited to the fourth annual Leadership Weekend in June, organised by the Local Chapter Germany. Grow your network, explore a leadership topic, and develop your critical thinking skills. The three-day event in Munich will feature business speakers and RSM faculty members, company visits, informal dinners and fun! **For more information contact** **EMAIL** [alumni@rsm.nl](mailto:alumni@rsm.nl)

## 28-29 JUNE ENERGY OPPORTUNITIES

Plans are underway for the 2017 Erasmus Energy Forum. Attendees can expect the debate to build on points made by speakers at the 2016 event, which called for developing policies and standards to help innovation grow. Join the discussion in Rotterdam about the challenges and opportunities open to energy industry players. Science Day takes place on 28 June, and Business Day on 29 June. **WEB** [www.erasmusenergyforum.com](http://www.erasmusenergyforum.com)



## JULY SUMMER PICNIC IN LONDON

Join the annual London picnic for RSM alumni in July to see old classmates, make new connections and enjoy the summer! The picnic usually takes place in The Regent's Park, but email the Local Chapter London in advance to find out more about the specific date and location.

**EMAIL** [alumni-london@rsm.nl](mailto:alumni-london@rsm.nl)



## JULY CONSULTANCY PROJECT COLOMBIA

Are you based in Colombia or thinking of expanding there? RSM students can conduct research for your company with the Erasmus Consultancy Project (ECP), which offers tailor-made research and consultancy services for companies keen to expand their business in emerging markets. Two RSM faculty members guide the team of 27 RSM bachelor and master students. ECP is a non-profit part of STAR, RSM's study association.

**For more information, visit** **WEB** [www.ecpresearch.nl](http://www.ecpresearch.nl)



## JULY SUMMER IN THE AEGEAN

Planning for next summer? Take in the breath-taking sights and blue waters of the Aegean Sea, the Mediterranean cuisine, and the company of fellow MBA alumni and current students from RSM and other business schools. The RSM MBA Armada 2017 takes place in Greece in late July, and is organised by the RSM Sailing Club.

**EMAIL** [info@rsm sailing.com](mailto:info@rsm sailing.com)

**WEB** [www.rsm sailing.com](http://www.rsm sailing.com)



## SUMMER FULL-TIME PAID PHDS

Analysing management through an internationally oriented PhD project focusing on pioneering and innovative research is on offer with RSM's paid PhD positions. Choose from a range of fields of business and management to start your academic career with supervision carried out by our distinguished faculty members. Apply now for the September 2017 intake.

**WEB** [www.erim.nl/phd](http://www.erim.nl/phd)

## 6 OCTOBER LOOKING FORWARD TO NEXT YEAR

Impressed with what you read about the RSM Leadership Summit on p20-23? To make sure you don't miss out next time, save the date: Friday 6 October. You could make a Rotterdam weekend of it, because it also marks the start of the annual MBA Alumni Reunion. The lively Summit event has top business speakers and RSM faculty members sharing leadership knowledge and perspectives, and we promise high-level networking at our dynamic event. **More information** **WEB** [www.rsm.nl/summit](http://www.rsm.nl/summit)



## 6-7 OCTOBER MBA ALUMNI REUNION 2017

Don't miss your alumni reunion weekend! If you were in the full-time MBA, part-time Executive MBA, OneMBA or MFM classes of 2012, 2007, 2002, 1997 or 1992, your celebration commences with the RSM Leadership Summit on Friday 6 October and continues through the weekend. We promise more lifelong learning and fun when you return to Rotterdam to reunite with your former classmates! **More details will be posted soon at** **WEB** [www.rsm.nl/mbareunion](http://www.rsm.nl/mbareunion)

# EXECUTIVE EDUCATION

## OPEN PROGRAMMES 2017

At any stage of your career, RSM Executive Education can help you understand and master the business challenges you face. Our open programmes provide you with fresh insights and knowledge that can immediately be put into practice. We invite you to take a look at the programmes we offer in the first half of 2017. RSM and Erasmus University alumni are offered a 10 per cent discount. [www.rsm.nl/open](http://www.rsm.nl/open)

### JANUARY

23 January  
**Advanced Management and Leadership Programme**  
 11 days  
[www.rsm.nl/amlp](http://www.rsm.nl/amlp)

### FEBRUARY

7 February  
**Effective Negotiating Skills**  
 3 days  
[www.rsm.nl/ns](http://www.rsm.nl/ns)

8 February  
**Project Management in Practice**  
 3 days  
[www.rsm.nl/pm](http://www.rsm.nl/pm)

13 February  
**The Power of Storytelling**  
 1 day  
[www.rsm.nl/ps](http://www.rsm.nl/ps)

### MARCH

1 March  
**Essentials of Leadership**  
 3 days  
[www.rsm.nl/el](http://www.rsm.nl/el)

2 March  
**New Business Development**  
 10 workshops  
[www.rsm.nl/nbd](http://www.rsm.nl/nbd)

6 March  
**Diploma Programme in Sales Leadership**  
 9 days  
[www.rsm.nl/sl](http://www.rsm.nl/sl)

9 March  
**Essentials of Business Valuation**  
 2 days  
[www.rsm.nl/ebv](http://www.rsm.nl/ebv)

15 March  
**The Power of Presence**  
 2 days  
[www.rsm.nl/pp](http://www.rsm.nl/pp)

20 March  
**Diploma Programme in Business Management and Leadership**  
 11 days  
[www.rsm.nl/bml](http://www.rsm.nl/bml)

27 March  
**Women in Leadership**  
 2 days  
[www.rsm.nl/wl](http://www.rsm.nl/wl)

### APRIL

6 April  
**The Strategy Consultants' Approach to Problem Solving**  
 2 days  
[www.rsm.nl/sca](http://www.rsm.nl/sca)

6 April  
**Business Valuation**  
 14 months  
[www.rsm.nl/bv](http://www.rsm.nl/bv)

10 April  
**Strategic Account Management**  
 3 days  
[www.rsm.nl/sam](http://www.rsm.nl/sam)

### MAY

1 May  
**Communication with Power and Impact for Women**  
 1 day  
[www.rsm.nl/cfw](http://www.rsm.nl/cfw)

11 May  
**Finance for Non-Financial Managers**  
 2 days  
[www.rsm.nl/fnf](http://www.rsm.nl/fnf)

22 May  
**CMA Exam Preparation Course**  
 6 days  
[www.rsm.nl/cma](http://www.rsm.nl/cma)

### JUNE

19 June  
**Negotiating for Women: the Key to Career Success**  
 1 day  
[www.rsm.nl/nfw](http://www.rsm.nl/nfw)

21 June  
**Business Model Innovation**  
 3 days  
[www.rsm.nl/bmi](http://www.rsm.nl/bmi)

Detailed descriptions of the programmes can be found at [www.rsm.nl/open](http://www.rsm.nl/open). Please note dates can be subject to change.



## MAKING BUSINESS SCHOOL DREAMS COME TRUE

The RSM community is growing, not just with every joyful graduation ceremony and the start of the new academic year, but with the new realities of business that influence new programmes, and advanced areas of research that bring in new corporate partners. Young people are eager to invest in their future by studying at RSM, and we're seeing a steady improvement in our rankings; studying with RSM is becoming increasingly valuable. But as public funding diminishes, we have a public duty to remain accessible.

Alumni Alexandre Monéton and Jasper Buntinx, supporters of the IBA Entrepreneurial Spirit Scholarship, pictured with Dean Steef van de Velde.

When alumni stay connected with RSM, they contribute to our success and accessibility, as well as being able to access lifelong learning for themselves. The alumni webpages [WEB www.rsm.nl/alumni](http://www.rsm.nl/alumni) describe mentoring, internship and recruitment opportunities. But there are also an increasing number of alumni-backed scholarships that make use of your networks to produce real results for beneficiaries, such as:

Hundreds of runners from RSM and other faculties and institutions within EUR aim to pay for three master scholarships with their €45,000 fundraising target for the Erasmus Charity Run on Sunday 9 April 2017 at the Rotterdam Marathon. It's an event organised by RSM, ESE and EUR. Sign up via [WEB www.eur.nl/erasmuscharityrun](http://www.eur.nl/erasmuscharityrun)

The G&D Europe Scholarship for Chinese students was awarded for the second time this summer. It now supports two students: a third-year ESE student, and a second-year RSM IBA student. The recipient of the first scholarship completed a great internship and the honours class with high marks, and is now in their third year.

Alumni donations that made the first Entrepreneurial Spirit Scholarship possible have been matched by the employer of the donor alumnus, so the scholarship will be offered again next year. The first recipient, a first-year IBA student, receives tuition and book fees. Next year they'll get mentoring to help set up a company.

The first two Erasmus Trustfonds Scholarships will be awarded to high-potential master students, one each at RSM and ESE, for the first time in April 2017.

The anonymous donor of one of our established awards, the MSc Exchange Scholarship, has increased the scholarships available from two awards of €1,500 to three awards of €2,500 for exchange programmes worldwide, including Brazil and India. The donor says they want current students to benefit from the same great exchange experiences as they did.

A student from Afghanistan who won one of the first two PMB UAF Scholarships this year cried tears of joy at the news that his dream of a university business degree would come true. An anonymous donor and RSM have provided two scholarships for students eligible through the Foundation for Refugee Students (UAF) in the *Parttime Master Bedrijfskunde* (PMB) programme. A new campaign to raise funds within the PMB alumni community started in the autumn.

The MBA1999 class is fundraising for the MBA1999 Scholarship and will give the first award to someone in the new MBA2019 class in October 2017. The class of 1999 aims to celebrate its 20th reunion in October 2019 with an annual €30,000 scholarship for talented students from countries with emerging economies.

**To find out more about contributing to RSM scholarships,** [EMAIL rsmfund@rsm.nl](mailto:rsmfund@rsm.nl) or visit [WEB www.rsm.nl/alumni/giving-back/alumni-scholarships](http://www.rsm.nl/alumni/giving-back/alumni-scholarships)



# STUDEER BEDRIJFSKUNDE NAAST JE BAAN

Heb je ervaring maar wil je meer uit je carrière halen? Studeer dan bedrijfskunde naast je baan. Start op 7 september 2017 met de avondopleiding Parttime Master Bedrijfskunde aan de beste businessschool van Nederland.

## **PARTTIME MASTER BEDRIJFSKUNDE**

- Tweejarige deeltijd masteropleiding in het Nederlands
- Universitaire kennis waarmee je direct aan de slag kunt
- Internationaal project in Shanghai, Kaapstad of São Paulo
- Mogelijkheid om in januari te starten met een vak

**Meer informatie op:** [WWW.RSM.NL/PARTTIME-BEDRIJFSKUNDE](http://WWW.RSM.NL/PARTTIME-BEDRIJFSKUNDE)

20%  
discount\*

# FUEL YOUR FUTURE

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

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

## Start dates in 2017

- |   |            |
|---|------------|
| ▶ Advanced Management and Leadership Programme            | 23 January |
| ▶ New Business Development                                | 2 March    |
| ▶ Diploma Programme in Sales Leadership                   | 6 March    |
| ▶ Diploma Programme in Business Management and Leadership | 20 March   |
| ▶ Women in Leadership                                     | 27 March   |

\* Alumni from RSM and Erasmus University Rotterdam will receive an extra 10 per cent early bird discount on top of their 10% alumni discount. Other terms and conditions may apply.

RSM.NL/EARLYBIRD

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ROTTERDAM SCHOOL OF MANAGEMENT  
ERASMUS UNIVERSITY

