



**THE ALUMNI
ENTREPRENEURS**
LEARNING FROM
EXPERIENCE



**HOW DATA
HELPS FARMERS**
TO GROW
IN AFRICA



CEO INTERVIEW:
IN CONVERSATION
WITH ING'S
NICK JUE

RSM Outlook

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



GOING FOR GOLD

THE BUSINESS OF SPORTS

The business school that thinks
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from *me* to *we*



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Going for gold

As RSM alumnus Patrick Pearson (MSc in Strategic Management 2009) prepares two-time swimming gold medallist Ranomi Kromowidjojo for the Rio 2016 Olympics, he shares with *RSM Outlook* readers just what it takes to coach an elite athlete and ensure that they're not only at the top of their game, but capable of giving even more. After all, even the best athlete can improve their performance, and the task of a coach, he says, is finding out *how*.



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On the ball with consumer analytics

Where the recipe for successful sportswear marketing used to be a good idea and a great product, today it's increasingly driven by data. Jacques Ohannessian, RSM alumnus (Full-time MBA 1994) and director of consumer analytics for global powerhouse adidas, has watched his department grow in the past few years from a unit responsible mostly for analytics to a key source of data-grounded advice for both major and minor marketing decisions.



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From school to pool and back again

Who would ever have thought that studying for an MBA at RSM would equip an alumnus to cope with the pressures of top-level water polo in the Netherlands? This is precisely the experience of Giuseppe (Peppe) Puglisi – by day he is the European marketing director at TP Vision, and in his personal time he is head coach of the Amsterdam-based water polo team Het Y. Find out about the lessons he has learned in transferring skills from one area into the other.

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STUDEER BEDRIJFSKUNDE NAAST JE BAAN

Heb je ervaring, maar wil je meer uit je carrière halen? Studeer dan bedrijfskunde naast je baan. Start op 8 september 2016 met de avondopleiding Parttime Master Bedrijfskunde aan de beste businessschool van Nederland.

PARTTIME MASTER BEDRIJFSKUNDE

- Tweejarige deeltijd masteropleiding in het Nederlands
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Meer informatie op: WWW.RSM.NL/PMB

ROTTERDAM SCHOOL OF MANAGEMENT
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Letter from the dean

We're keeping up with current projects to improve RSM's reputation and financial viability, and make sure it remains a great place to study and work. It's a multidisciplinary approach that demands a stronger research agenda within the school that will feed into teaching and valorisation. But we also have developments that will help alumni careers and alumni relationships. Some projects are part of the run-up to 2020, when RSM celebrates its half-century, and will be announced later this year. We have appointed Daniel Baltzer as the campaign director to lead the RSM 2020 Campaign, and we will tell you more in the next issue of *RSM Outlook*.

We have extended our geographical reach and forged new international relationships with the opening of our RSM China office in December last year on the Guanghua Campus of Southwestern University of Finance and Economics (SWUFE) in Chengdu City, Sichuan. Welkin Xiao has been appointed RSM's senior representative there. Her role is to maintain our relationships with research universities and business schools in the PRC, and to establish student recruitment activities and our online presence.

Several new programmes tailored to regions and specialisms start this year. The Cologne-Rotterdam Executive MBA will be based at the University of Cologne, using faculty from RSM and from the University of Cologne. It means we can develop new electives that strengthen all of our programmes; for Cologne we have introduced electives that focus on the energy market, which plays a major role in the local economy. In Rotterdam, we have a new master programme for elite candidates, the MSc Finance & Investments Advanced, with demanding content for students of exceptional ability. We're still recruiting for the start of both programmes in September; the response so far has been above all expectations. In Executive Education, two new open programmes address specialities; for the legal and compliance sectors in the General Counsel executive programme (see p42), and for the pharmacy sector in the Diploma Programme in Pharmacy Leadership.

The MBA programmes are developing new structures and courses to enhance the student experience and our reputation, increasingly working with RSM faculty to shape the curriculum. The OneMBA consortium will introduce a business venture project as well as online electives, agreed at a meeting of deans of the five member schools under RSM's chairmanship.

If you're far away from Rotterdam, you can maintain your lifelong learning with RSM's first MOOC – a massive online open course – in innovation management, which acts as a taster for our range of management of innovation programmes. This year is full of events. Highlights so far included the Women in Leadership conference, which marked the launch of the Erasmus Centre for Women and Organisations (ECWO) in February (see p40). After an exhilarating and competitive final in March, the €15,000 I WILL award went to Kukua's project to provide weather information to African farmers – you can read about their steep learning curve with partnerships and collaborations on p22. There are events every month until the summer break, and we always report as much as we can online.

I WILL TAKE EVERY CHALLENGE AS AN OPPORTUNITY TO GROW

Sandra Jongejan, Dutch, Alumna, MSc Strategic Management

Two big international sporting events this summer demonstrate how huge the business of sport has become: the UEFA European Championship football tournament in France in July, followed by the Rio Olympic Games in August. In this issue we take a management view of the sporting world with the help of RSM alumni: Patrick Pearson (MSc Strategic Management 2009) is coach of the Royal Dutch Swimming Federation. He addresses management and motivation on p32. Jacques Ohannessian (Full-time MBA 1994), senior director of consumer analytics at adidas, discusses the value of data in global brand marketing (p34), while on p36, Giuseppe Puglisi (Full-time MBA 2015), European marketing director at TP Vision and coach of Dutch premier league water polo team Het Y, outlines the lessons that he has learned in transferring skills and knowledge from one area into the other.

“ If you’re far away from Rotterdam, you can maintain your lifelong learning with RSM’s first MOOC – a massive online open course – in innovation management...”

Our executive interview in this issue is with RSM alumnus Nick Jue (*Bedrijfswetenschappen doctoraal 1989*), chairman of ING Netherlands (p18) and we also talk to RSM professor Dirk van Dierendonck about building people-oriented organisations (p38) – which we will also address in the RSM Leadership Summit event in Rotterdam on 7 October. We also take a moment to look back in this issue with RSM’s first dean (and former Dutch minister of economic affairs), Harry Langman. You can read about our recent conversation on p44. You can also read about active and entrepreneurial alumni (p24), and there’s an update on the opportunities to take part in mentoring (p28), plus alumni Movers and Shakers (p16).

This issue of *RSM Outlook* shows we are maintaining our course as we continue to enhance our reputation and ensure our financial viability – and I hope you agree that it provides a good read for the whole valuable community of alumni and businesses.

Steef van de Velde
Dean & Professor
Rotterdam School of Management
Erasmus University



NEWS FROM RSM



GREAT WALL MARATHON

After internships in China, alumnus Hidde Terpstra (MSc Finance & Investments 2015) and running mate Sjoerd Witjes (MSc Finance & Investments 2016) took part in the challenging Great Wall Marathon along the Great Wall of China on 21 May to raise money for research into multiple sclerosis. Find out how they got on in this toughest of challenges at [WEB www.facebook.com/conquerthewall](http://www.facebook.com/conquerthewall)

REGATTA WIN IN LANZAROTE



Hooray! RSM alumni and students won the MBA Winter Regatta 2016 in Lanzarote in February. RSM Sailing Club team members Paul Brettschneider (MBA'17), Yadu Singh (Executive MBA'05), Elba Aguirre Gomez (MBA'17), Marco Signorelli (MBA'15) and Yannis Pagoulatos (MBA'12) competed against IE Business School, INSEAD, HEC Paris, and London Business School.

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

FINANCE COMPANY CONNECTIONS

Work in finance? We're looking for high-quality company connections for our MSc in Finance & Investments Advanced programme, a demanding new programme for selected and exceptional finance students and which launches in September. Find out how your company can interact with our outstanding, world-class young professionals, and about other benefits of an official partnership at [WEB www.rsm.nl/fia-partnership](http://www.rsm.nl/fia-partnership)



WELCOME TO THE CLUB!

More than 200 graduates from the International Full-time MBA Class of 2016 and Executive MBA Class of 2015 joined RSM's alumni network in March. Their graduation ceremony took place in World Trade Center Rotterdam, and can be viewed online at [WEB www.rsm.nl/mbagraduation](http://www.rsm.nl/mbagraduation)



I WILL AWARD WINNER

This year's €15,000 I WILL Award was won by Kukua at the spectacular I WILL Get in the Ring event on 3 March for their weather app project. They beat 60 other entrants and headed off five other finalists: Reflow, Pearltect, Sustainable Food Lab, Enjaz and Edibles. Read about Kukua and its ambitions on p22. Pearltect won the audience prize of €2,000. Watch the I WILL Get in the Ring highlights at [WEB www.rsm.nl/iwillgetinthering](http://www.rsm.nl/iwillgetinthering)



FREE INNOVATION MANAGEMENT KNOWLEDGE

Take an online journey through innovation and idea management concepts in RSM's new massive open online course (MOOC). You'll learn theories of idea generation, selection, strategy formulation and implementation in the free, nine-week course. You will also learn tricks and tools you can use to implement innovation projects. Sign up at [WEB www.rsm.nl/mooc](http://www.rsm.nl/mooc)

LEADERSHIP FOR ORGANISATIONAL OBJECTIVES

How can you create a shared sense of purpose to inspire employees' ownership of your company's mission, vision, and strategy, helping it stay on track? Our new two-day Values-Based Leadership programme starts in July. Sign up now and learn how to bring people closer to each other and to the organisation's objectives. Check out dates at [WEB www.rsm.nl/vbl](http://www.rsm.nl/vbl)



TOWARDS SUCCESSFUL MERGERS

Steffen Giessner, professor of organisational behaviour and change at RSM delivered his inaugural address "Organisational mergers – a behavioural perspective on identity management" on 1 April. He provided insights into the conditions that enable employees to adjust to organisational changes that happen as a result of organisational mergers.



FROM PHARMACIST TO PHARMACY LEADER

Helping hospital pharmacists gain management skills means hospital pharmacies can support the work of other departments with the kind of long-term business planning and control of costs demanded by stakeholders. RSM's new Diploma Programme in Pharmacy Leadership started in May with modules spread over 10 months. Pharmacists can contribute to the performance of the institution as a whole while upholding the standards of the profession. [WEB www.rsm.nl/DPPL](http://www.rsm.nl/DPPL)

KEEPING COMPANY WITH OUR READERS

It turns out that we have readers in their 80s – and in their 20s – according to the readership survey we ran in the last issue. Many thanks to all of you who completed it; your answers are helping us to produce the articles and features that you want to read.

We're pleased to tell you we plan to deliver more of the features that you like best, by focusing on international issues and trends that affect business and management, and the personal experiences and motivations of senior executives and fellow alumni. We'll also tell you about those who have made alternative career choices. Don't forget, you can comment on the articles when we post them on RSM's LinkedIn page.

The names of four lucky respondents were picked to choose something from the RSM shop. They were: Jennifer Hoppe (MSc Strategic Management 2014), Graham Ford (Full-time MBA 2001), Andries Molenaar (OneMBA 2004), and Tom Post



Andries Molenaar using his RSM umbrella from the Readership Survey 2015



Survey respondent and winner Jennifer Hoppe (MSc Strategic Management 2014) in her new RSM hoodie

(MSc Supply Chain Management & BSc BA 2007). Camilla Björkqvist (OneMBA 2010) won a seat in one of our RSM Executive Education open programmes. If you missed the survey, you can still have your say by sending your comments and feedback to Irene Broekmans [EMAIL ibroekmans@rsm.nl](mailto:ibroekmans@rsm.nl)



VOTE FOR OUTSTANDING ALUMNI

Can you help us find outstanding RSM alumni? We'll be presenting the RSM Distinguished Alumni Awards again this autumn and we want you to nominate alumni who have impressed you with their excellent contribution to society or business. For the first time, alumni can be nominated in one of three categories: business achievements, social impact or entrepreneurial spirit. What's also new is that you can nominate and vote for alumni who inspire you.

So who impresses you? You can nominate alumni via [WEB www.rsm.nl/daa](http://www.rsm.nl/daa) until 1 June. And if you're too late to make a nomination, you might still be in time to vote for a finalist. The winners will be announced at the RSM Leadership Summit on Friday 7 October.

For more information visit [WEB www.rsm.nl/daa](http://www.rsm.nl/daa) or contact Irene Broekmans [EMAIL ibroekmans@rsm.nl](mailto:ibroekmans@rsm.nl)

SAILORS FOR SUSTAINABILITY

Alumnus Ivar Smits (Executive MSc in Corporate Communication 2010) and partner Floris van Hees will sail the world in search of solutions to sustainability issues such as renewable energy generation and storage, alternative money systems and new ways of recycling. They set sail in June for up to five years in the hope of inspiring people to accelerate the transition to a sustainable society. Follow their adventures via [WEB www.facebook.com/sailorsforsustainability](https://www.facebook.com/sailorsforsustainability)



RUNNERS BOOST SCHOLARSHIP FUND

Runners from the Erasmus University Rotterdam community made up the biggest team of 560 in the NN Marathon Rotterdam on 10 April. Students, staff, alumni, faculty and friends joined the Erasmus Charity Run 2016, organised by RSM and ESE. Their combined efforts raised €30,000 for the Erasmus Education Fund to



provide scholarships. Next year's Rotterdam marathon will be on 9 April. Updates will appear at [WEB www.rsm.nl/alumni](http://www.rsm.nl/alumni)



INNOVATION PRIZE FOR "STOP FOOD WASTE" APP

Mark Durno and Bart Lutens (Executive MBA 2016) won the student category of The Hague Innovators Challenge 2016 for the best solutions for international social issues. They created a web-based market, accessible through their Edibles app, for food about to pass its sell-by date or which has blemishes. [WEB www.ediblenow.nl](http://www.ediblenow.nl)



HOW TO MANAGE GROWTH

Almost 100 alumni, friends and students gathered for an evening master class on campus on 9 March. With alumna Meiny Prins (Parttime Master Bedrijfskunde 2002) and Prof. Justin Jansen, they discussed the issues entrepreneurs face when business grows faster than expected. For the next Parttime Master Bedrijfskunde event, check the "Alumni" tab at [WEB www.rsm.nl/parttime-bedrijfskunde](http://www.rsm.nl/parttime-bedrijfskunde)

PARTNERSHIPS AND FAMILY BUSINESSES

A partnership to boost academic research into organisations in family businesses has been formed by RSM's Erasmus Centre for Family Business (ECFB), Dutch co-operative bank Rabobank, and global top-five accounting firm BDO. They will convert world-class research into business cases and practical resources for families businesses, starting with changes in business strategy when a new generation takes over. **For details visit [WEB www.rsm.nl/ecfb](http://www.rsm.nl/ecfb)**



ASSOCIATE DEAN FOR DIVERSITY

RSM has appointed an associate dean for diversity. Saskia Bayerl, associate professor in the Department of Organisation and Personnel Management, will monitor the success of RSM's diversity measures as well as

advise the board, academic department chairs, directors of administrative departments, and the promotions and tenure committee, and will liaise with diversity bodies inside and outside the university.

INTELLECTUAL PROPERTY ELECTIVE

The use of intellectual property as a strategic business tool is covered in a new elective for MBA and Executive MBA students. Participants learned from Helen Gubby, an assistant professor of business law at RSM, and from Rui Santos and David Harry, both experienced intellectual property and new product development specialists connected to International Innovation Company.

WEB www.rsm.nl/mba



GLOBAL START-UP COMPETITION

South Korean start-up DOT's braille smart-watch won the prestigious global start-up competition Get in the Ring in March in Medellín, Colombia. RSM's Erasmus Centre for Entrepreneurship (ECE) is a founding partner of this competition for 5,000 start-ups in 80 countries. At the Dutch final last November, champion entrepreneurs and corporates such as KPN's Jan Kees de Jager and Coolblue's Pieter Zwart chose the winners: Blue Battery, Laevo and NettCity. **WEB www.ece.nl**



NEW PROFESSIONALS IN RSM COMMUNITY

One of the largest Executive MBA classes at RSM started studies in January 2016. More than half of the 122 students from the Class of 2017 is international, representing 32 nationalities. Their first week at RSM included a team building and leadership workshop with West African drumming. **WEB www.rsm.nl/emba**

NEW HONOURS CLASS WITH INTERNATIONAL COMPANIES



Four international companies helped to launch a new honours class for 20 students on RSM's MSc in

Strategic Management programme. These top students worked on real business challenges to transform company strategies for international semiconductor company NXP; Japanese multinational imaging and electronics company Ricoh; renewable energy company Eneco; and factory automation company Festo.

WEB www.rsm.nl/sm



NEW YEAR'S CELEBRATION IN AMSTERDAM

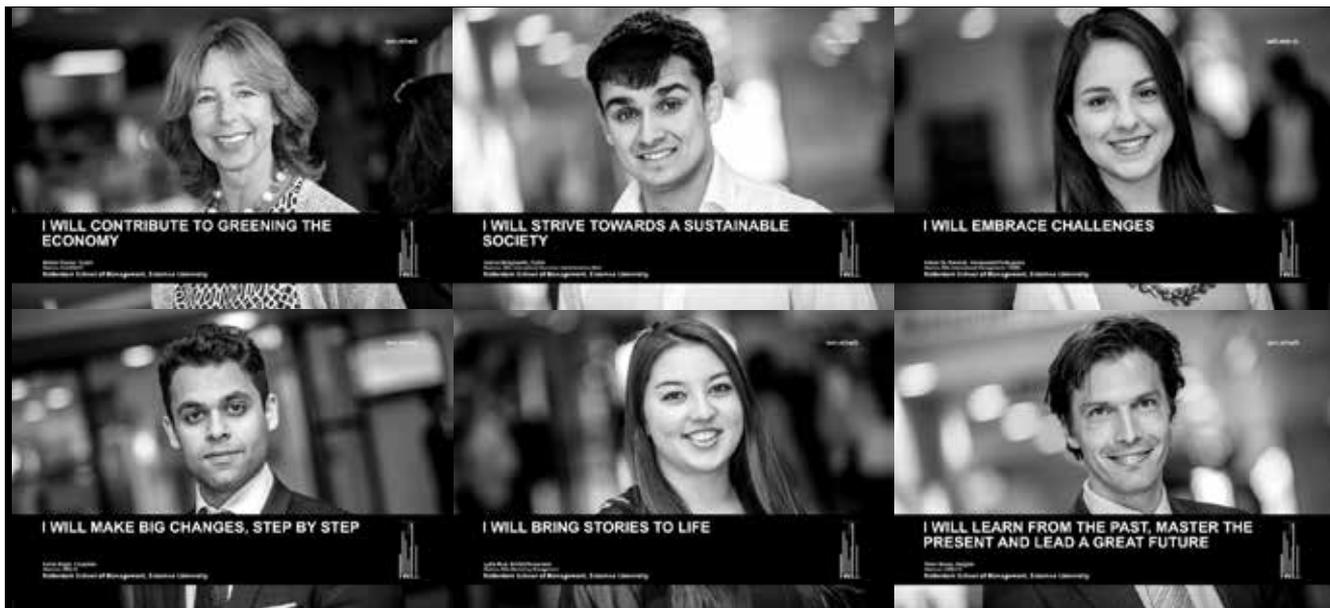
Around 200 alumni from all RSM programmes joined a festive get-together with Dean Steef van de Velde for great city views at the Sky Lounge in Amsterdam in January. The annual RSM alumni New Year's celebration was a great opportunity to reunite, expand the network, toast the New Year, and reclaim that RSM spirit. **WEB** www.rsm.nl/alumni



A SOLID CASE FOR SUSTAINABILITY

Investing in the social aspect of sustainability makes a solid business case, according to Truus Huisman, vice-president of sustainable business and communications for Unilever Europe, but to be successful it requires attention to economic and environmental sustainability as well as social sustainability. Huisman's comments were part

of her keynote address at the RSM Sustainability Forum in April. Inviting the 200-strong audience to take a closer look at the social aspect of sustainable business – one of the three factors defining sustainability – were practitioners from Samsung, Enviu, Except, ABN AMRO, Ahold, Ernst & Young, Delta Lloyd and Robeco, among others. There's a full report on the Sustainable RSM web pages at **WEB** www.rsm.nl/sustainability



WHAT IS YOUR I WILL?

JOIN I WILL ON WWW.RSM.NL/IWILL

HOLLAND SCHOLARSHIPS INTRODUCED IN TAIWAN

An introduction to the 2016 Holland Scholarship Programme for prospective students was co-organised by RSM's Taipei office, Delta Electronics, the Netherlands Trade & Investment Office in Taipei and the Holland Education Association in Taiwan. The event was attended by 360 students who are thinking about studying in the Netherlands. Delta Electronics is also a partner of RSM's Career Development Office, providing career opportunities for RSM students. **WEB** www.rsm.nl/scholarships



KEEP IN TOUCH

The RSM alumni network becomes stronger and more valuable when alumni can find and contact each other. This way, the alumni team can provide better alumni activities and services – such as local chapters and industry-specific affinity groups. Send your correct details, including your location, your industry and your function to **EMAIL** alumni@rsm.nl to be in the loop for local events that contribute to your professional development and lifelong learning. And spread the word! **WEB** www.rsm.nl/alumni

SOUTH KOREA STUDY TOUR

A nine-day study trip took 25 MSc Strategic Management students to South Korea, one of the most innovative and technically advanced countries in the world. The STAR Study Association, plus the Master Study Club – Strategic Management and RSM's Taipei office co-organised the trip in March to offices and factories, with real-life company cases as well as cultural and social activities.

COFFEE PARTNERSHIPS THESIS



Tirza Voss (MScIM/CEMS 2015) was presented with the KPMG-RSM Sustainability Master Thesis Award 2016 at the RSM Sustainability Forum in April. She researched the influence of cross-sector partnerships in coffee farming, describing stages of innovation and the role of cross-sectoral partners – NGOs, academia, global and local businesses – on sustainability-oriented innovations. Tirza developed a checklist of important details for making such partnerships. Nadine Kooiker (MSc Marketing Management 2015) was runner-up. **WEB** www.rsm.nl/sustainability

REFRESHER MASTERCLASSES



RSM's series of evening masterclasses combined marketing and business information management this spring. Alumni, honours students and professionals explored big data, mobile analytics, crowdsourcing, crowdfunding, neuromarketing and hypercompetition. Speakers included industry practitioners – often from the RSM alumni community – and RSM faculty members. The sessions help refresh knowledge and strengthen networks for alumni and students. The last session this season was 24 May. If you missed it, visit **WEB** www.rsm.nl/frontiersmarketing for session recordings.

PERU CONSULTANCY

In July, study association STAR embarks on the Erasmus Consultancy Project (ECP) in Peru's emerging market to offer tailor-made consultancy services to companies and non-profits. The 27 participating RSM students will be supported by two RSM professors and hope to offer sustainable value thanks to a combination of desk and field research, which will result in better decision-making for companies. Interested in what ECP could offer you? **Visit** **WEB** www.ecpresearch.nl

FAMILY FIRM TRANSFERS

Seven out of ten transfers of family businesses to succeeding generations don't end well because founders hold on to too much control, preventing the next generation from doing business effectively. Being decisive, planning ahead and investing in innovation are important, according to Prof. Pursey Heugens of RSM's Erasmus Centre for Family Business in a new study, *Nieuw bloed, nieuwe koers* (New blood, new course), released in April and done in co-operation with Rabobank and BDO Accountants & Advisors. **WEB** www.rsm.nl/ecfb



PAN-EUROPEAN LOGISTICS RESEARCH

RSM will play a role in developing the pan-European SELIS project (Shared European Logistics Intelligent Information Space) for smart and integrated transport with €850,250 granted in April for the Dutch "living lab" part. Rob Zuidwijk, endowed professor of ports in global networks, and his team at RSM co-ordinates the Dutch living lab with APM Terminals, Maersk Line, Port of Rotterdam and Wayz. The SELIS project is endorsed by the European Commission and funded to the tune of €17.7 million.

WEB www.rsm.nl/research

WORKING TOWARDS CMA?

Here's help towards an international professional qualification in accounting and financial management. A new course – the first in the Benelux – offering intensive preparation for the CMA examination has been announced by RSM Executive Education. The CMA Exam Preparation Course will run as two three-day sessions in October 2016 and May 2017, for business professionals looking to develop their careers in accounting and control by formal certification.

WEB www.rsm.nl/CMA

POWER PROGRAMMES RUN AGAIN

If you missed out on our most popular executive education programmes earlier this year, don't panic! We'll run The Power of Storytelling and The Power of Presence again in the next few months. A new programme in development, The Power of Connecting, is for graduates of the other two "Power" programmes, for listening and



observing on a deeper level. For dates and to sign up for updates, visit **WEB** www.rsm.nl/executive

RECRUIT THE BEST

Are you making the most of the RSM Job Board to offer your vacancies to the RSM community? Regular recruiters can use a subscription, and vacancies for MBA graduates are free until 30 June. The service remains free for RSM partners and CEMS partners. Companies can search through student CVs and post vacancies for internships. **WEB** <https://jobboard.rsm.nl>



BIG DATA IN RECRUITMENT

Whose CV is most likely to be picked out from a pile of job applications by recruitment professionals? After analysing a staggering 441,769 of them, RSM's PhD researcher Colin Lee has written an algorithm that uses big data to predict who will be invited for an interview – with an accuracy of up to around 80 per cent. Find out more on RSM Discovery.

WEB www.rsm.nl/discovery

UNETHICAL AND UNPUNISHED



When do business leaders stand up against ethical transgressions in their company and when do they allow others to get away with it? New research by Niek Hoogervorst from RSM and Pieter Desmet from Erasmus of School of Law suggests that managers who believe their company operates in strongly competitive markets might more readily see unethical decisions simply as 'acceptable business practices'. Watch more on RSM Discovery.

WEB www.rsm.nl/discovery

RSM JOB BOARD

Recruit young professionals and bring top talent to your company through the RSM Job Board. Grab this opportunity to:

- post your job or internship vacancy on our online job board
- reach thousands of international and Dutch students and alumni from RSM's bachelor, master and MBA programmes – and browse the online CV database.

Contact us to find out how your organisation can prepare for the future with our students' new and valuable ideas.
More information at jobboard.rsm.nl, or contact us via careerservices@rsm.nl or **+31 10 4082010**.

JOBBOARD.RSM.NL



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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 **March 1 2017** to start in **September 2017**.

More information: WWW.RSM.NL/RESEARCH/PART-TIME-PHD

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



Timothy Price

Full-time MBA 2016

The former digital humanities researcher at the Bavarian Academy of Sciences in Germany becomes senior content strategist (web marketing) with Axis41 (Salt Lake City, USA).

Effective: December 2015



Julien Marmugi

Full-time MBA 2015

Moves from the role of project manager R&D and engineering, Procter & Gamble, Belgium, to become M&A integration manager, Philips Lighting (Amsterdam, the Netherlands).

Effective: February 2016



Filip Shen

MSc Finance &

Investments 2012

Previously senior account manager with Google, now international expansion consultant with the same firm (Dublin, Ireland).

Effective: April 2016



Jesse van Leth

MSc Management of

Innovation 2015

Recently graduated and now technical evangelist with Microsoft (Amsterdam, the Netherlands).

Effective: September 2015



Timothy Prescott

MSc Business

Administration 2007

Moves from the role of applied data scientist practice lead, Civis Analytics, Chicago, USA, and is now senior manager, IG&H Consulting (Utrecht, the Netherlands).

Effective: February 2016



Bastiaan Postma

MSc Finance &

Investments 2005

Previously senior controller with Centraal Beheer Achmea (the Netherlands), now senior manager business control with the same organisation.

Effective: January 2016



Ralph de Groot

MSc Strategic

Entrepreneurship 2015

Recently graduated and now co-founder of Restoranto (Rotterdam, the Netherlands).

Effective: October 2015



Alvaro Hurtado

MSc Business

Administration 2008

Moves from the position of FP&A manager Latin America with AIG in Colombia to become consumer strategy manager with Apple (Bogota, Colombia).

Effective: January 2016



Joan van Walbeek

Full-time MBA 1996

The former European sales & market development manager with IBM Global Business Services has taken up a position as managing director of Novagraaf (Amsterdam, the Netherlands).

Effective: January 2016



Nils Scheller

Full-time MBA 2004

The former managing director of Computacenter AG & Co. oHG, has been appointed head of IT Infrastructure at RWE IT GmbH.

Effective: May 2016



Mike van Eerd

Executive MBA 2008

The client executive with Siemens @ Cisco, Germany, becomes global pursuit leader, EY (Munich, Germany).

Effective: January 2016



Dado Cukor

Parttime Master

Bedrijfskunde 2009

The former manager sales branch of Technische Unie has been appointed managing director of Reflex Nederland (Rotterdam, the Netherlands).

Effective February 2016



Carlos Artal de Lara

Full-time MBA/MBI 1997

Formerly a partner with Gobertia, Spain, and now founder & CEO, tatchi (Madrid, Spain).

Effective: June 2015



**I WILL EMBRACE NOVELTY
AND MAKE ROOM FOR
CONSTRUCTIVE CHANGE**

Samir Al Daia, Lebanese, Student, MBA17



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Nick Jue, CEO, ING Netherlands and RSM alumnus

BANKING ON THE FUTURE

Recognising that technological advances and shifting customer behaviour are powerful drivers of change, Dutch banking institution ING Netherlands is undergoing a restructuring process that, in part, is inspired by the business models of fast-moving technology-driven firms. Nick Jue, CEO of ING Netherlands and an RSM alumnus (*Bedrijfswetenschappen doctoraal 1989*), explains.

STORY BY RUSSELL GILBERT

Russell Gilbert: *ING Netherlands has embarked on what is a substantial restructuring plan. Why is this?*

Nick Jue: We are no longer competing with ABN AMRO, Rabobank or HSBC. We are competing with Google, Facebook, crowdfunding platforms and bitcoins. To remain relevant to our customers we have to be quicker to innovate. This calls for an enormous change in the way we work, our organisation, and in our corporate culture. We have gone from being a traditional bank that went through quite an ordeal during the crisis to a modern bank that innovates quickly and responds to the demands and needs of customers and technological changes in the market in a relevant way.

In relation to that, you've been quoted as saying that you want to develop a flexible and responsive organisation modelled on technology-driven firms like Google, Netflix and Spotify. What inspiration do they provide and how applicable are they given the differences between their offerings and the world of banking?

We took a close look at successful companies with pioneering business models, such as Netflix, Google and Spotify. An innovative, disruptive culture is almost a given for these companies and for start-ups that have yet to make a name for themselves. This just does not happen automatically at an institution like a bank. Innovation is a bottom-up process that can only ▶



To remain relevant to our customers we have to be quicker to innovate.”

I WILL UTILISE TECHNOLOGY TO ADVANCE SOCIETY

Jessica Anna Peters, German, Student,
BSc International Business Administration (IBA)



Innovation is a bottom-up process that can only succeed if the top of the organisation is open to it and leads by example...”

succeed if the top of the organisation is open to it and leads by example – and if it provides room and trust for failure. It’s not just about another structure but also, and more specifically, about another culture.

In the context of the restructuring, you’ve referred to the need for “omnichannel communication”. What is this and why is it necessary?

It should no longer matter whether you do your banking affairs with ING via the mobile banking app, by phone or at an ING office. The customer experience has to be the same, so we are focusing on an omnichannel approach. With omnichannel, “borders” between channels cease to exist. All our channels will be better aligned and our cus-

tomers will notice that our service and advice are better tailored to their needs. Implementing changes in our products and services based on customer feedback and in an omnichannel way calls for a different organisation, a different way of working and change in our corporate culture.

ING has made a considerable redundancies over the last two or three years. How are you approaching issues of morale and motivation? At the same time, how are you approaching the very real challenge of ensuring the remaining workforce is supportive of the proposed changes?

Regrettably, we had to say goodbye to colleagues. During this restructuring process we continue to connect with all



Breaking with tradition through new ways of working.

our colleagues. By listening to them and showing them what we are doing and why, step by step during the process, we can explain the necessity of the restructuring, the impact on a personal level, and how we are supporting our colleagues. It's essential that you continue to invest in both colleagues that are a part of the new organisation and those who have to leave. You have to be a trusted and reliable partner in such a process.

Relative to creating a new corporate culture, what is the "Orange Code" and what does it convey?

As I mentioned earlier, it's not just about another structure. It's also, and more specifically, about another culture. The new culture has been described in what we call the Orange Code. Three principles are central to this:

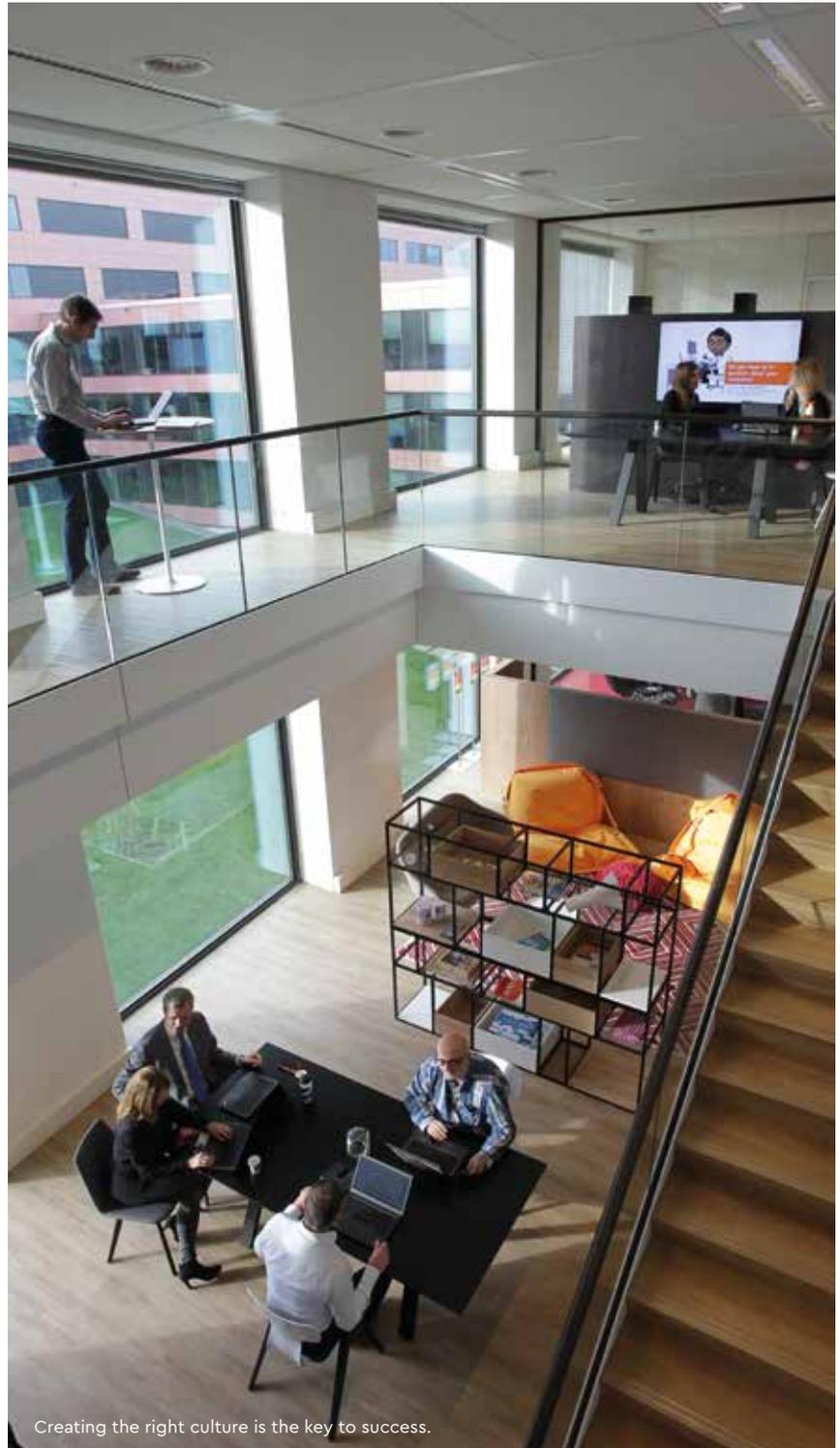
- 1) You take it on and make it happen.
- 2) You help others to be successful.
- 3) You are always a step ahead.

It's a culture of wanting to help one another, of daring and doing. This cannot be achieved overnight. It has to be implemented in every aspect. And you have to change the workplace and bid farewell to traditional status symbols.

How will you know if the restructuring is a success?

Of course, it's about our customers. They are very vocal and, for sure, let us know if we are fulfilling their needs and demands or not. So we have to provide them with relevant, innovative, financial solutions that help them to stay a step ahead in life and business. That's our purpose.

Thank you very much. ■



Creating the right culture is the key to success.

Tanzania-based Kukua, which was co-founded by RSM student Ollie Smeenk, has established a successful network of specialised teams to provide a weather forecasting service that enables African farmers to prepare for frequent droughts, flooding and famine, and could put a stop to the 1.5 million tonnes of crops and harvests lost every year.

Underpinning Kukua's support services is the fact that more than 70 per cent of the African population has access to cellphones, the continent's most extensive communications network. Taking advantage of this, the company uses existing low-cost technologies in Nigeria, Tanzania, Kenya, Mozambique and Ghana to send wind, rain and temperature forecasts via daily SMS to farmers' mobile phones.

'Climate change has made traditional weather patterns obsolete,' says Ollie Smeenk, who, as well as being co-founder is also head of operations and a third-year student in RSM's BSc in International Business Administration. 'Farmers can't "read" environmental signs about rain any more and can often only afford to buy seeds once, so they're unpleasantly surprised when their seeds wash away or dry out.'

Kukua has just won RSM's €15,000 I WILL Award (pictured) to speed its idea along (see p8). The company has a sound business plan. 'In our targeted markets, we're able to sell our data to many different industries. This means we can provide data to those who need it most, at a reduced cost. Also, installing the infrastructure is financed by governmental subsidies, not farmers,' Ollie explains. Kukua can sell its services to commercialised farmers, who will have access to Kukua's weather platform online to see credible forecasts. 'Installing the weather stations should be funded as a public service, and agricultural research organisations and commodity traders will be the primary data customers,' he says.

Data harvest

HELPS FARMERS TO GROW

For subsistence farmers in sub-Saharan Africa, co-operation between technology companies in Africa, America and Europe should result in bigger harvests and a way out of poverty. One such company reaps the benefits of information technology to help farmers at the mercy of climate change through social enterprises and co-operation between companies.

STORY BY DORINE SCHREINER



Ollie Smeenk (2nd right) and the Kukua team receive the I WILL Award.

No one can do it alone

In Swahili, one of Africa's most common languages, *kukua* means "to grow". 'We strive for farmers to increase their yields,' says Ollie, who grew up in Tanzania, adding that there is a huge lack of weather stations in Africa. 'With more weather stations, Kukua can collect more historical data so that the forecasts become more accurate.' Kukua's weather sensors are developed

through a co-operation between electronic design company SODAQ, owned by Ollie's father Jan Willem Smeenk and Davis Instruments, an American manufacturing company.

With Kukua's other co-founder Tom Vanneste, a student in London Business School's MBA programme, Ollie used both universities' and its students' connections to reach the right organisations. 'For a successful implementation



Accurate forecasts are important to farmers in Africa.

“ By moving people up from the poorest socio-economic group, we’re helping a whole country’s economy.”

Ollie Smeenk, co-founder, Kukua

we need to partner with multinationals but we struggle with bureaucracy and administration before something gets approved,’ he says, adding that it is challenging to convince parties to co-operate if they believe they are competitors. ‘We see more potential in installing weather stations together as we can create value this way.’

New partnerships

With the I WILL Award prize money and a recently received EU research and innovation grant, Kukua plans to establish more stations in Nigeria to create a wider reach and help more farmers. Ollie adds that Kukua has already partnered with two local organisations interested in Kukua’s data. Nigeria currently has only one weather station that meets the standards of uploading weather data every three hours, while Kukua’s uploads every 30 minutes. For this, Kukua works with the International Institute of Tropical Agriculture (IITA). ‘IITA is really enthusiastic about our product and will help us with installation and maintenance in Nigeria,’ says Ollie. ‘It might help in other sub-Saharan countries too, if it’s a success.’

Kukua’s next steps also include new products for commercial and smaller farmers. Ollie aims to create a Kukua app and offer insurance policies. ‘More people in Africa are getting smartphones, and the Kukua app would be one of the first apps they use. It will change how people interact with information.’

‘By moving people up from the poorest socio-economic group, we’re helping a whole country’s economy,’ says Ollie. ‘Finding new technologies, and helping and connecting more communities, we can create more trade and exchange. If small farmers can produce more than is required to just feed their families, they can sell their crops, leading to an increase in entrepreneurship in those regions.’

Ollie hopes to connect with RSM alumni based on the African continent who work in agriculture, telecommunication or public funding. ‘We aim to install 3,000 weather stations in five years, so we need people with all sorts of expertise. By partnering with local organisations, there’s a higher chance of getting our product accepted.’ ■

More information about Kukua and its activities can be found at [WEB www.kukua.cc](http://www.kukua.cc)

For details about RSM’s I WILL Award, go to [WEB www.rsm.nl/iwillaward](http://www.rsm.nl/iwillaward)

LEARNING FROM EXPERIENCE

Every student comes to RSM because they want to gain a solid business education. And many of those who sign up either already want, or are inspired during their student days, to apply their skills to running a business of their own. *RSM Outlook* talks to two alumni who are turning their entrepreneurial dreams into reality.

STORY BY TIM SKELTON

accessART

Ever wanted to own a unique painting but been scared off by the price tag? That's where accessART can help. The company concept is simple: a web-based marketplace with two portals. One provides a shop window for artists from around the world; the second is a way in for young first-time art buyers looking for something unique yet affordable. But the most important factor is that all the art has a price tag of €1,000 or less.

The company founder is Amsterdam-based Sabrina Bos (pictured), an alumnus who followed RSM's CEMS International Management programme. In January 2015 she decided to quit her job at a large IT consulting firm to become an entrepreneur.

So what was the inspiration behind accessART? 'My friends were buying beautiful apartments,' Sabrina explains. 'They wanted to decorate them with art, but they didn't know what to put on the wall, or else they knew what they wanted but found the galleries intimidating and expensive. So they either left their walls bare or used old prints from their student days.'

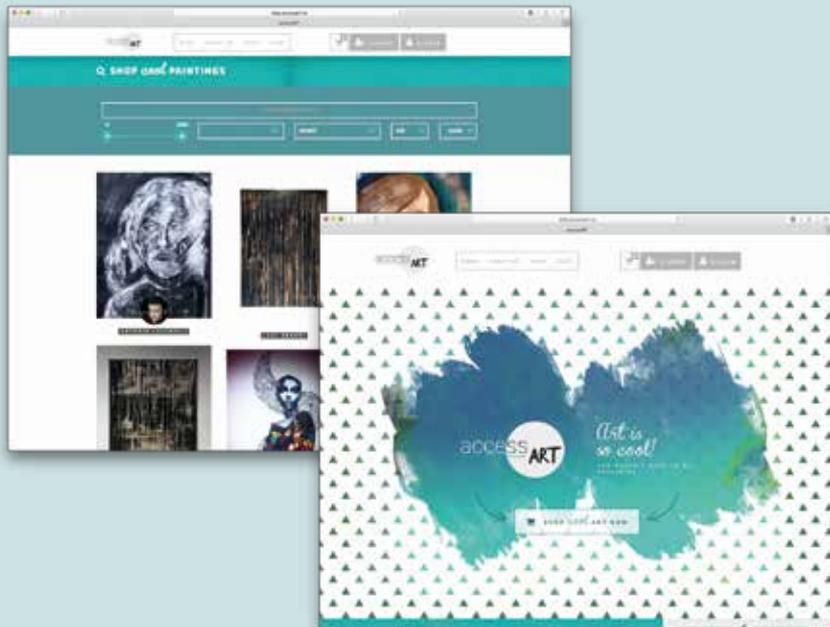


'At the same time I met artists who were looking for ways to make a living from their work, but they either didn't know how to market themselves online, or they weren't interested in doing so because they just wanted to make art. I thought to myself: there could be a business in this.'

But setting up any company is never easy, as Sabrina quickly discovered. 'The first mistake I made was not being more

careful when picking the company name. I found out there was already a dotcom called accessart, and a charity in the UK. So it took time to get our site to the top in Google searches.'

Another challenge was doing business internationally for the first time. 'When we made our first overseas sale we had to learn very quickly about the legal and taxation side of things. It was a steep learning curve. Fortunately, we



found a good legal firm that has helped us out since the beginning.’

Sabrina believes that her time at RSM helped her with this international element. ‘There was a great atmosphere on campus and I learned how to work with people from a range of other cultures,’ she says. ‘My international network not only helps me spread the word about my business, but it also allows me to get valuable feedback, such as from people in countries where the internet speed is much slower than in the Netherlands. Many companies that want to expand internationally underestimate this.’

Nevertheless, having a start-up can still be stressful, and there can be moments when you wonder whether you’ve made the right choice, as Sabrina readily admits. ‘There’s a graph online about the ups and downs in an entrepreneur’s day that always amuses me,’ she says. ‘One moment you feel on top of the world, like when I got my co-founders on board, and when we made our first sale. Then your website breaks down or a potential investor criticises you and you start to feel down. But it’s

“ We want to develop our brand and become the number one in the Netherlands in 2016.”

Sabrina Bos, founder, accessART

all a learning experience – you just have to keep motivated and see everything as a learning experience.’

Does being a young entrepreneur committed to their business make it hard for Sabrina to control her work/life balance? ‘When you start out you don’t have weekends any more,’ she admits. ‘You have to be there even if someone contacts you at 11pm on Saturday night.’ But it helped when she was joined by her co-founders. ‘It means you can have a holiday and there’s still someone there to look after the business.’

Sabrina and her team are currently finding new ways to develop the company. For example, they are launching a “crowdfund your art” facility. If you’re getting married or having a significant birthday, for example, you can choose a piece of art you’d like to receive as a gift, then friends and family can contribute whatever they want towards it, individually. ‘It means you get what you want, and makes it more affordable for everyone,’ she says. ‘Moreover, it means we can reach a lot more people with a single transaction.’

The team is also looking at how to bring the art world more online. ‘Many artists aren’t great at selling their own work,’ she says. ‘We offer them a photography service, and we’re focusing more on video, so every artist has a platform for telling their story.’

Where does accessART go from here? Sabrina’s ambitions are clear. ‘We want to develop our brand and become the number one in the Netherlands in 2016,’ she says. This, she explains, will mean growing the artist base and becoming a solid brand in the industry.

So what has Sabrina learned from her experiences with starting accessART? ‘We are still a young company,’ she says. ‘In the beginning it’s all about creating goodwill. There are plenty of people willing to help you, but you’ve got to go out and find them.’

WEB accessart.co



HotelQuickly

Booking accommodation shouldn't be stressful, but it is for many people. HotelQuickly's aim is to take the worry out of arranging a trip. It's a mobile-only app covering destinations in 16 countries across the Asia-Pacific region, providing a simple platform for hotels to offer unoccupied rooms to visitors at unbeatable last-minute rates.

One of HotelQuickly's four co-founders is entrepreneur Tomas Laboutka (pictured), who also followed the CEMS International Management programme at RSM. Originally from the Czech Republic, he currently describes himself as "based out of a suitcase", flying regularly between Bangkok, Kuala Lumpur, Jakarta, Tokyo and Singapore.

What made him choose the Asia-Pacific region? 'I've been eyeing it up for some years,' he says. 'The growth

here is quite unparalleled, and it's always intrigued me as a business opportunity.' So when he got the chance to fly out he didn't hesitate. 'The area is really amazing, especially with communications technology. People go directly from having no phone at all to having a smartphone, without following the usual route.'

How did HotelQuickly come about? 'I was talking with my close friend Chris who was living in the region and we came up with the idea together: a mobile-first hotel booking application to take away the pain of travel planning,' Tomas says. Something similar was already available in the US and in Europe, he says, but there was nothing in the Far East. 'There's also a burgeoning middle class here and the area is booming. I fell in love with the concept right away.'

And RSM played an unknowing but vital role in this. 'I met Chris – now one

I WILL DRIVE SUCCESS
THROUGH PASSION

Nivesh Nagar, South African,
Student, EMBA16

of HotelQuickly's co-founders – while I was in Rotterdam. He's another RSM alumnus. If we hadn't met, the company might not exist. Instead, we now have 90 people working for us in 10 offices.'

Tomas says RSM's international environment helped him in setting up the business, but the most important factor was the quality of the school's network. 'I've come across ten or more other people in the Asia-Pacific region who also studied at RSM. It helps us bond as we have a common experience.'

Like any entrepreneur, Tomas has faced his share of challenges, but he is quick to see the positive side. 'If you don't face challenges as an entrepreneur then you're not learning and growing,' he says. 'At first you have to find investors and customers, then you have to respond to changes in your industry. The biggest threat comes if you start feeling settled. Then you get complacent.'

“ If you don't face challenges as an entrepreneur then you're not learning and growing.”

Tomas Laboutka, co-founder, HotelQuickly

'I try to remain proactive. One of our core values is growing people. We want to offer something where people don't have to think, but can still see new cultures and have new experiences. If you stay focused on the positives it helps to overcome any doubts.'

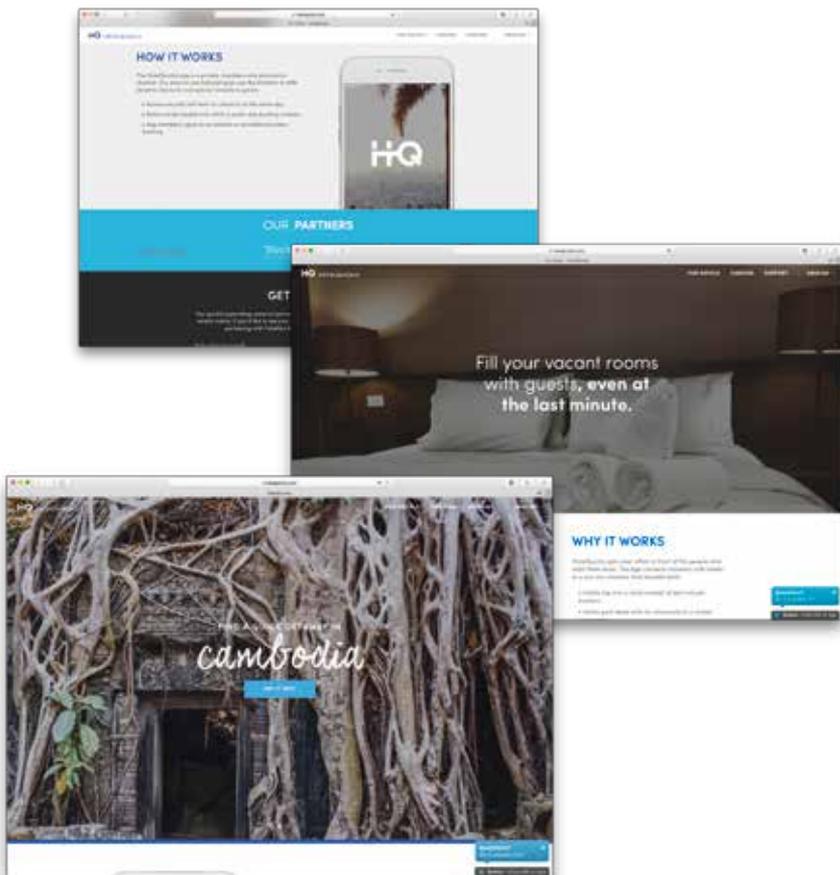
As someone who readily admits to living out of a suitcase, how does this affect Tomas's work/life balance? 'I don't think of it as a work/life balance, as in something at the cost of something else,' he says. 'You have to invest time in what's important, but if you stay active and healthy then you have more energy for doing everything. You have to block time for your loved ones. In the first nine months or so I spent a lot of time with the company, but that improves as you go on.'

Tomas says he has no plans to expand HotelQuickly beyond the Asia-Pacific region. 'We're going to stick here – it's where our core competences lie. It's a big market we're building into, and we want to be number one. Our app has been downloaded by 2.5 million people so far. That sounds a lot, but when you consider how many people live here we're just scratching the surface – there's a long way to go.'

He may be building his company on the far side of the world, but Tomas has fond memories of his time at RSM. 'Maybe it was the class, maybe it was the magic of Rotterdam, but we all formed a bond,' he says. 'That was eight or nine years ago, but after we all left 30 or 40 of our 50-strong class were still flying out for reunions. People have attended each other's weddings. For me that time was very special.'

Is there any advice he'd give to other budding entrepreneurs? 'The further you go down the road and the more times you change jobs in different companies, the harder it gets. I'd say, if you have the time and space, then the sooner you decide what you want to do, the better. Don't wait.' ■

WEB www.hotelquickly.com



When alumni meet students at their career crossroads

Launched in January this year, the school's new online careers advisory platform, RSM MentorMe, has already proved a hit, judging by its 500 members to date. Students in search of in-the-field guidance from experienced professionals can match up with alumni keen to give back to the RSM community, pointing a new way forward in helping shape the next generation of businessmen and women to graduate from the school.

STORY BY KEVIN TITMAN

There are lots of careers services out there, but where better to start than talking to someone who has been in your own shoes?' opens Alina van Duijn, RSM corporate recruitment manager and senior coach. 'It is no coincidence that our MBA students, who already receive coaching, are also flocking to RSM MentorMe so that they can get the lowdown from professionals who walked along the same campus corridors as students.'

The secure virtual platform has been customised to ensure genuinely interactive dialogue between participating mentors and mentees, with the main services centring on overall careers advice, CV clinics and mock interviews, all of which are conducted once students and alumni are paired up via consultations. Mentors are searchable



by function, industry and employer and, once the pairing is in place, it is over to the students to pose the questions and the alumni to share their experience and expertise.

Words of wisdom

On the mentor side, the benefits are threefold – not only can they hone their own coaching and leadership skills through the platform, but they also derive considerable personal satisfaction while at the same time giving back to the RSM student and school community. For Paul Monster (MSc Strategic Management 2001), the situation is an obvious win-win: ‘Sharing my knowledge and experience is very rewarding. The mentorship is positively received and gives me a lot of energy as a mentor. Helping others is helping myself, plus it enables me to give something back in return.’

Depending upon the types of questions asked by participating students, some mentors act as someone to bounce ideas off as well as performing a more formal advisory role, after which mentees ultimately go on to make their own career choices. As Okan Yilmaz (MSc Finance & Investments 2010) observes: ‘It is very inspiring to pass on wisdom and be able to become a sounding board for someone who really appreciates it.’

Learning from pros

The arguments for students to get involved are just as resounding, whether

they are seeking practical skills for the job application process or a longer-term view on their potential career path. On hand are current professionals who not so long ago were faced with the same options when about to graduate.

For current RSM student Georgi Nikolov (MSc in Strategic Management), the interactive set-up to the tool and the guidance given has helped him view his possible career trajectory in an altogether different light: ‘RSM MentorMe has given me the opportunity to have lively discussions with an experienced professional about my future. The mentor was well-prepared and helped me verbalise my career aspirations in a strategic light or, in other words, how my actions today fit with my mid- and long-term plans.’

Mentors and mentees have the option to meet up face-to-face on a discretionary basis but the main function of the platform remains virtual. Twenty-eight consultations between pairs of mentors and mentees were established in the first few weeks after launch, a number that will grow in the weeks and months to come as BSc, MSc and MBA students reap the benefits of outside knowledge from alumni with the added experience of the school.

Yannick Struijk, a third-year Bachelor in International Business Administration student, also sees the platform as the first step in building valuable professional connections for the future: ‘The tool is a great way for students to increase their career

chances by connecting with and learning from successful alumni, plus it can also act as a valuable springboard for your network.’

In the know

As someone working within the school in aid of student career development, BSc/MSc career development manager Vildana Gačić is under no illusions as to the value of the tool for her team and the school as a whole, as well as its users. ‘I’m in no doubt that RSM MentorMe represents the best tailor-made solution to ensure that students receive the most appropriate advice and answers to their questions from people who know both the school and the job market. We’d love to be able to do the whole job ourselves but the sheer number of students makes it a physical impossibility. Alumni mentors shouldn’t underestimate just how appreciated their efforts are by the school, as well as by the student mentees benefiting from their advice.’ ■

Find out more about RSM MentorMe at [WEB https://rsm.firsthand.co/](https://rsm.firsthand.co/)

“ Alumni mentors shouldn’t underestimate just how appreciated their efforts are by the school, as well as by the student mentees benefiting from their advice.”

Vildana Gačić, RSM BSc/MSc career development manager



THE INTERNATIONAL EXCHANGE BOND



Ever thought what it would be like to reunite with former classmates 25 years later, in the city and school where you spent just four months together, and it feels like yesterday? This is precisely what the first and second cohorts of the International Master of Science Exchange Committee have been experiencing with reunions of an especially diverse flavour.

STORY BY KEVIN TITMAN PHOTOS MICHAEL OLSSON

Andy Crawford, a member of the second International Master of Science Exchange Committee (IMScEC, now called Master Exchange Programme) class, which commemorated its 25th anniversary in Rotterdam last October, begins by saying that: 'We were a very cosmopolitan bunch and our lives and professions have taken us on suitably different paths since. Our time on IMScEC was such a fantastic experience both in terms of the things we

learned and the friends that we made. Meeting up again in Rotterdam took us all back in time to the place where so many friendships began, which made our reunion extra special.'

Jennifer Clay, a member of the first cohort due to stage its own reunion in Rotterdam in May, shares a similar sense of nostalgia ahead of the event she is involved in organising: 'The biggest plus will be to rekindle old friendships and see what has become



“ Meeting up again in Rotterdam took us all back in time to the place where so many friendships began, which made our reunion extra special.” **Andy Crawford,** former IMScEC student



of everyone, plus revisit old haunts in the city, see the campus again and basically enjoy each other's company.'

Where it all began

The decision to start IMScEC was taken in 1987, with the first cohort blending Dutch and international students arriving in the autumn of the following year. 'The idea at the beginning was to designate the Dutch students to the international students in the form of a buddy scheme to help with integration. Given how they have stayed connected ever since, it's safe to say it worked!' explains Linda de Vries, exchange coordinator at the time of the creation of IMScEC and now head of RSM's International Office.

The second cohort has been meeting on a rotating country-to-country basis for a number of years, while for the first cohort the May reunion will be only the second one of its kind since a summer 1990 reunion in France. As an illustration of how far they have come, events in the early days were organised without the help of mobile telephones, Facebook or LinkedIn.

A rich programme

Attended by 35 out of the 45 original cohort members, the October 2015 event comprised a cycling tour around Rotterdam, a return to the RSM campus and a visit to the various places that marked the social side of the IMScEC students' university days.

According to Maureen Van Wijk this set-up provided the ideal blend of activity, quality social time, the chance to patronise the occasional watering hole or two and, perhaps of most symbolical importance, the opportunity to revisit

the RSM campus for the first time in ages: 'Of course we had a lot of fun in town back in the day and at the recent event but we'll never forget where it all started – at the RSM campus. It wouldn't have been appropriate to miss out on seeing the place where it all began, recall some old stories and maybe take a minute to remember Henk van Ruller, the faculty member whose vision drove the programme forward.'

To ensure extra access on campus for those attending the May reunion, the organising team have the added advantage of counting a current RSM faculty member among their cohort – Lucas Meijs, professor of strategic philanthropy, who shares his expectations of the event: 'I am looking forward to walking around the new campus while reminiscing about our IMScEC pub crawl!'

A bond unbroken

The alumni of both cohorts now work in such diverse areas as banking, acting, art and brewing, and in such far-flung destinations as Hong Kong, Thailand, the US, Singapore, Sweden and Canada. While some meet up between reunions, for others the events offer a serious blast from the past. That said, the ties remain strong, as Wim Jansen from the first cohort underlines: 'While we all came from similar backgrounds we have gone on to do very different things in very distant parts of the world, so in many cases it'll be a first reunion in ages. However, I am convinced that the May event, like last October's event, will just go to show how the links we forged together 25 years ago remain strong to this day.' ■

GOING FOR GOLD

As RSM alumnus Patrick Pearson prepares two-time swimming gold medallist Ranomi Kromowidjojo for the Rio 2016 Olympics, he shares with *RSM Outlook* readers just what it takes to coach an elite athlete and ensure that they're not only at the top of their game, but capable of giving even more.

Story by Rebecca Morris

Even the best athlete can improve their performance. The task of a coach, says Patrick Pearson, an alumnus of RSM and coach for the Royal Dutch Swimming Federation (KNZB), is finding out *how*: finding those minuscule opportunities for improvement that could shave a hundredth of a second from a time and close the gap between a silver or gold medal.

That Pearson has reached the highest level of coaching in the Netherlands reveals his talent for precisely this. Among the eight elite athletes he is responsible for is Dutch two-time gold medallist Ranomi Kromowidjojo. Pearson is currently preparing Ranomi for the Rio 2016 Olympics. It is a role he has spent a good deal of his 33 years preparing for, both poolside and in other less-expected ways. 'People find it strange that I was once a consultant,' he says. 'But so much of what makes a good consultant also makes a good coach.'



“ People find it strange that I was once a consultant. But so much of what makes a good consultant also makes a good coach.” Patrick Pearson





Above: Patrick Pearson (left) in a coaching session with Ranomi Kromowidjojo. Below: Patrick Pearson (right) with fellow coach Marcel Wouda. (Photos by KNZB)

The road to success

By his own account, Pearson himself is an average swimmer. He only began swimming at seven, he says, after his doctor recommended he take up the sport to strengthen his lungs. A coaching course at 17 saw his interest shift from inside to outside the pool.

With swimming, even incremental improvements are easy to measure. It was the thrill of this feedback that inspired Pearson to continue coaching while he pursued his education, including his MSc in Strategic Management (2009) at RSM.

He had no intention of turning coaching into a full-time occupation. But he applied himself to learning the techniques used by the best. As his interest grew, so did the number of hours he dedicated to it. By the age of 22 he was coaching 20 hours a week. By the time he was working full-time as a consultant at Accenture, his day began at 04:45 and finished at 21:00.

In April 2010, an opportunity arose for a full-time six-month position on a youth regional programme at KNZB. The feedback was positive, but with no long-term position available, he was encouraged to take a job coaching at a much lower level, with opportunities to develop himself. The salary was €800 a month; the hours long. This was a turning point, he says. 'I decided to invest in myself for two years. If nothing came of it, I would move on.' His investment paid off. In 2013 he rejoined the youth regional programme at KNZB and, in the summer of 2014, was asked to coach Ranomi, along with a team of other top athletes.

High-level performance

Pearson credits his success to his dedication. But other key qualities have helped, he says, including his strong analytical and managerial skills. 'I began developing my analytical and managerial skills during my degree and then in my career as a consultant,' he says. 'These have all given me an advantage.'

His job as coach of eight athletes – including three Olympians – is to manage and improve each one of them 'physically,

physiologically, mentally, technically and tactically'. His first task when he joined the team, he says, was taking stock of the situation and gathering a team of experts around him. He then developed training programmes for each individual in his team. 'Every swimmer is trained and managed differently,' he says.

Programmes vary on everything from the intensity of the training ('some athletes have tougher sets, others easier,' he says), to how they are motivated, taught techniques and mentally prepare for a race. 'Every difference in their characters is factored into your strategy for them.'

Every swimmer has areas in which they can improve, and this is where the analytical part comes in. 'It is my task to determine where the room for improvement is,' he says.

With two-time Olympic gold medal winner Ranomi, he decided a complete restart was in order. 'After reaching a peak like this, many athletes struggle with motivation,' he says. 'It was through identifying an area she could improve on that Ranomi found her motivation again.'

With the Olympics approaching, Ranomi's strategy is now set; her daily training regimen the same. 'The only difference is that whereas before she was giving 98 per cent in training, now it's 100 per cent, and the same goes for me,' he says.

It is when describing Ranomi's former coach that Pearson touches on the qualities that differentiate the good coach from the exceptional one. 'Jacco Verhaeren is one of the best coaches we have seen in the Netherlands,' says Pearson. Why? 'His personality. He had this way of being calm and confident with the swimmers, communicating clearly.'

So what of Pearson's personality? He admits he brings his own set of unique qualities to the sport, among them a natural tendency to stay calm. 'If I am nervous or excited, they are going to be nervous and excited too,' he says. 'Staying calm and confident in these situations is part of who I am, and something I can help instil in them.' ■

For information on the activities of the KNZB, visit www.knzb.nl

ON THE BALL WITH CONSUMER ANALYTICS

Jacques Ohannessian, RSM alumnus (Full-time MBA 1994) and director of consumer analytics for global powerhouse adidas, has watched his department grow in the past few years from a unit responsible mostly for analytics to a key source of data-grounded advice for both major and minor marketing decisions.

Story by Bennett Voyles

Thirty years ago, most athletes had to rely solely on their coach's advice and their own drive to improve their game. Now top athletes and coaches often work with a small army of trainers, analysts and a lot of data.

Something similar has happened in brand marketing too. Where the recipe for successful sports shoes marketing used to be a good idea and a great product – such as Adi Dassler, founder of adidas, convincing American sprinter Jesse Owens to run in his company's shoes in the 1936 Berlin Olympics – today it's increasingly driven by data.

These days adidas makes many of its marketing decisions in a much more disciplined, data-supported way. 'It's not about going out to an agency and saying, come up with a cool idea,' says Ohannessian. 'Now, the process is much more fact-based.'

From data to consultancy

While his team started out primarily as an IT unit, it's gradually grown into a major internal

consultancy. Today his team of 25 – roughly half in adidas' world headquarters in Herzogenaurach, Germany, Dassler's home town, and half distributed around the world – offers answers to all kinds of questions. Whether the issue is tactical, such as determining the best format for a mobile advertisement or choosing the right platform for a football campaign, or strategic, such as selecting the right creative tone for the company's latest global marketing push, his team looks for the right data and then the right answer.

Now, instead of an idea for a campaign, adidas' marketers come up with a goal first, such as extending its reach or deepening its level of customer engagement, define some key performance metrics to serve as goalposts, and then decide the best way to meet those goals, according to Ohannessian.

'Sometimes we are spot-on, sometimes we are surprised by the reaction [to a campaign]. What is super important is our ability to react and how fast we can adapt,' Ohannessian says.

His team uses a variety of tools to measure results, from familiar web analytics programs to software that reads what thousands of people are saying about a given topic. Such work, for example, led Ohannessian's team to point out that advertisements with colourful video game-style graphics would resonate with adidas' younger buyers, an insight that inspired its current "Boss Everyone" campaign.

Not only does the data result in better marketing, but also more responsive product development. 'We're more in touch with what the people are talking about and what the consumer is asking for,' Ohannessian says.

I WILL NOT SACRIFICE
LONG-TERM SUCCESS FOR
SHORT-TERM GAINS

Paul Mandalkar, German, Student,
MSc Marketing Management

“ We’re more in touch with what the people are talking about and what the consumer is asking for.” Jacques Ohannessian



For example, if during a product launch his team discovers that a number of consumers are saying, ‘that’s a cool product but it’s a pity that they don’t have it in black,’ he says, the company knows, and can respond.

Diversity matters

It takes a diverse kind of team to deliver this kind of advice. ‘We have everyone from guys we picked up before they even graduated to super-senior data scientists from the advertising world,’ Ohannessian says.

The kind of people who thrive now in his department must be not just analytical but articulate. ‘You need to have people who can pick up these numbers and translate them into a story,’ he explains.

Finding these kinds of people is not easy. Ohannessian spends a lot of time looking for new people to join his team. ‘Most of my time goes into recruitment, finding people with the right skills,’ he says. He tries to anticipate their future needs. For instance, right now he is trying to find someone with product development analytics experience in the video gaming industry, which is ahead of the curve when it comes to developing products that incorporate insights from customer analytics.

But as useful as digital analytics are proving, Ohannessian warns that not all the answers can be found there. Some kinds of classic market research are still useful. ‘We need both,’ he says. ‘There’s a space where I don’t think data science or analytics will ever replace a group of kids being put together.’ ■

WEB www.adidas.com

FROM SCHOOL TO POOL AND BACK AGAIN

Who would ever have thought that studying for an MBA at RSM would equip an alumnus to cope with the pressures of top-level water polo in the Netherlands? This is precisely the experience of Giuseppe (Peppe) Puglisi – by day he is the European marketing director at TP Vision, the television division of the Philips electronics company, and in his personal time he is head coach of the Amsterdam-based water polo team Het Y. **Story by** Brian Bollen

The lessons that he has learned in transferring skills and knowledge from one area into the other in terms of man management, motivation, formulating and executing strategy, make for highly entertaining, and informative, listening.

Peppe made the move to Philips following the completion of his Full-time MBA (in March 2015, starting in his current role in June 2015). He previously worked at Nikon (in charge of advertising and media for Europe, working on new brand positioning and launching the “I Am Nikon” campaign). He joined Het Y after moving to the Netherlands from his native Italy in 2008 after he identified the sport as a way to meet new people in a foreign country. After playing as a goalkeeper for three years he was asked to coach and play for the club’s second team, and is now the coach of the first team in the *eredivisie*, the Dutch premier league.

‘After the MBA, I realised I was perhaps becoming a bit too old to play but I liked the motivation and management elements studied as part of the MBA, and I thought I could see some parallels between business theory and business and sporting practice,’ he says. ‘The one helps with the other.’

One example he cites to illustrate his point is the use of feedback in managing and motivating staff and players. ‘You need to give feedback in a structured way, judging the behaviour of the person in question and not the intention, striving to understand why a person is acting in a particular manner.’

‘For instance, our goalkeeper at Het Y is a challenge to manage. In the past, he has been very vocal towards me and the team, but as a goalkeeper myself I knew what he was feeling and understood him better than most. Working through feedback with him we have been able to transform the energy involved into a positive for team performance rather than a negative.’

The team’s approach to games has improved, as has team spirit, though actual results in terms of scoreline remain stubbornly similar to before. ‘But we are now all pulling in the same direction.’

Another management learning point he addresses is the role played by emotions. ‘I have learned never to talk about a game immediately afterwards,’ he confides. ‘You need to wait at least 24 hours to avoid the possibility of an over-emotional response.’ It is much more constructive, he believes, to discuss a match played on a Friday on the following Monday. He takes the lesson back into his work place. ‘Don’t let emotions get in the way when interacting with colleagues,’ he recommends.

However valid the point, some will find it hard to imagine such restraint being shown

I WILL CHALLENGE MY ASSUMPTIONS

Iolien Rigault, French, Student,
MSc Finance & Investments

by managers in the often toxic environment of, say, professional football in England. Sir Alex Ferguson, former manager of Manchester United, is well known for his infamous “hair dryer” treatment of erring players and other staff rather than quiet feedback and group consensus.

Getting to the point

Brevity and succinctness in speech and communication represent another area of self-discovery for Peppe. ‘It is hard for an Italian to tone down, calm down and use one word instead of ten,’ he says self-deprecatingly. ‘But it is very important to be able to do so in sport. Before a game, you can speak for two to three minutes, maximum, before the attention of players starts to drift, and in the three breaks in a water polo match you have only a minute to talk about what the team needs to do.’

He specifically uses the business world’s STAR approach in this context: situation, target, action and result. ‘STAR is a classic MBA concept and it plays an active role in many fields,’ he states. ‘Stories follow this structure. Movies are made like this. We go through it before a game. Assess the Situation. Set a Target. Decide the Actions needed to achieve that target. Get a Result.’

Empowerment is another component of the motivational toolbox which works equally well in the workplace and in the water polo pool, he believes. ‘I find that it can be very effective to give clear responsibilities to my team at work, to make them part of the solution. People engage more in this situation. In the same way, I will ask my water polo players (there are seven in each period plus six substitutes) what they think is the best way to play. This is better than dictating what they should do second by second, minute by minute, move by move.’

In Peppe’s view of the worlds of work and sport, reaching a consensus-driven solution rather than imposing one from the top of a hierarchy is arguably the best route to take in managing and motivating team members. ‘It’s very typically Dutch...’ he concludes. ■

WEB www.het-y.nl



“ It is hard for an Italian to tone down, calm down and use one word instead of ten. But it is very important to be able to do so in sport.” **Peppe Puglisi**



PUTTING THE HUMAN BACK INTO HUMAN RESOURCES

Two plus two equals six. Efficiency plus creativity equals growth. These are two of the simple equations used by Dirk van Dierendonck, professor of human resource management at RSM, in the pursuit of a balance to optimise human potential, both in personal terms and in the modern workplace.

STORY BY BRIAN BOLLEN

An organisational psychologist by training and background who concedes that he might be thought of as something of an idealist, Prof. Dirk van Dierendonck believes strongly that there is more to people, and the organisations in which they strive to earn a living, than numbers on a balance sheet.

‘Finance, order and logistics are of course important,’ he says. ‘But you must remember that people are important, try to reinforce the value of what they do, to enhance their well-being.’

Core elements of this well-being, he argues, include a sense of meaningful purpose, confidence in the value of the work people are doing and personal growth and development.

In his recent inaugural address on the subject (“Building people-oriented organisations”, which could have equally been subtitled “Putting the human back into human resources”), Prof. van Dierendonck pointed out that money has taken up such a central role within the modern world and its organisations that we sometimes forget what it means to be human.

‘One has only to look at the skyline of cities like Rotterdam or Amsterdam

to realise that our places of worship have changed,’ he said. ‘No longer is the view dominated by churches or castles; the skyscrapers of financial institutions have taken over. We seem to almost forget that what we want from life is simply to be happy, to flourish, to become the best we can be.’

More than employees

People are not just employees to be forced to comply with a common template, he emphasises. They are individuals with individual needs, aspirations and abilities. ‘Organisations could be more successful if only they would recognise that,’ he adds, making a leap from observations on the everyday human condition to the expression of thought on how that might be applied to the front line of commerce. The essential message, then, is that from the perspective of leadership, people should be encouraged to function optimally.

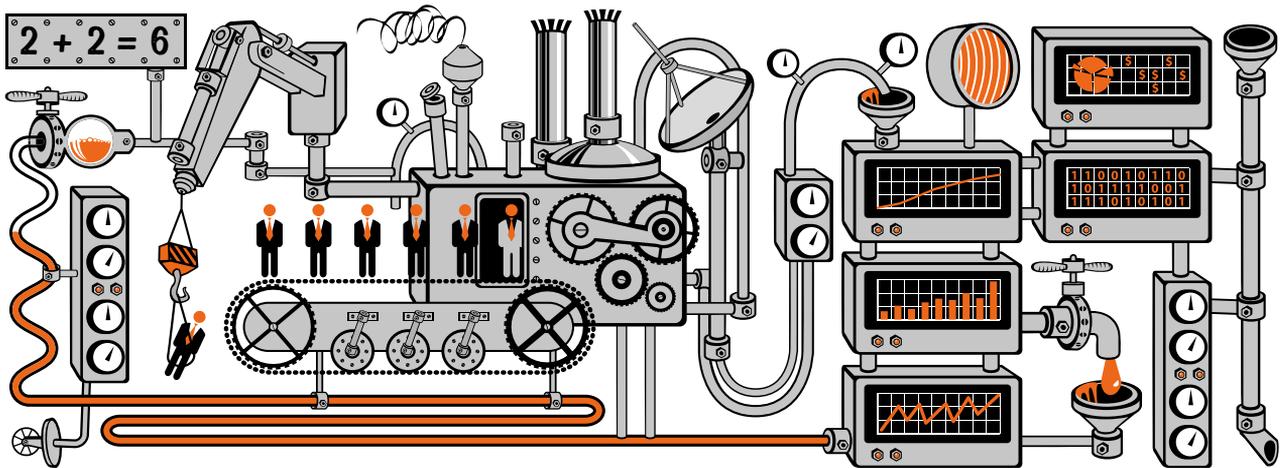
Seeking to make his key points clearer and more pertinent to a world where the landscape of work continues to develop relentlessly, he cites the traditional view of a successful factory as a place where engineers wrestle to estab-

lish the most efficient way of working. Taking this narrow view, the most efficient means of production is one that uses robots most extensively and most cost-effectively.

Some Japanese futurologists believe that robots can be large-scale providers of certain elements of personal care. But the prospects for that seem limited, says Prof. van Dierendonck. Individual healthcare, which threatens to become an industry in its own right as populations age rapidly around the globe, no way yet exists in a form where the imperative of the personal touch can be removed. ‘The autopilot can only go so far and then humans need to step back in,’ he sums up.

Maximum value

Despite the best efforts of the engineering and accounting communities, people remain important. In today’s cut-throat world, business owners and managers seeking to extract maximum value from their staff need to create an environment in which those staff can operate in the creative, innovative and competitive manner which is required to succeed.



“ We seem to almost forget that what we want from life is simply to be happy, to flourish, to become the best we can be.”

Dirk van Dierendonck, professor of human resource management



The consequences for failure are severe. Even a brief survey of corporate history will show graveyards full of once-famous names. ‘People need to be motivated to do more than their contractual minimum,’ he advises. ‘And their employing organisations need to be open to new learning, to take an “and” view rather than an “or” view in pursuit of the broader corporate strategy. Companies which do not have a learning approach will be taken over by a competitor, increasingly often, it would seem, from another country.’

In this context, companies from the People’s Republic of China have in recent times emerged as a serious force in international dealmaking, accounting for one-sixth of all deal activity in the first quarter of this year, according to separate sets of figures from Thomson Reuters, Dealogic and the Mergermarket Group. Key highlights from the Mergermarket report include: China contributed 26.3 per cent to total global deal value; the industrials and chemicals sector dominates, with US\$144.7 billion of deals; outbound deals amounted to US\$597.4 billion; the China National Corporation made the largest deal of Q1 when it acquired Switzerland-based Syngenta AG for US\$45.9 billion.

Returning to the core topic, Prof. van Dierendonck identifies the lack of trust on the part of organisations as a clear sticking point. ‘Organisations are hesitant to trust people because it’s scary,’ he observes. ‘They just might not do the right thing.’ This in turn highlights the need for balance, and the problems that lie in wait for those pursuing balance. ‘There is a dilemma for managers,’ he says. ‘They can’t be too strict or too relaxed in the execution of their duties; they can struggle with the balance between giving autonomy and the need to hold people accountable.’

Which brings the discussion back round to the starting points as standardisation mixes with individual freedom in the drive to create an atmosphere in which employees will try to work that little bit harder for the greater good. In this scenario, two plus two can equal six as efficiency combines with creativity to deliver growth, Prof. van Dierendonck concludes. ■

Prof. van Dierendonck’s inaugural address can be downloaded at
WEB <http://repub.eur.nl/pub/79288/>

GENDER INEQUALITY

Still a reality?

Studies show that companies perform better with women on their boards. Although this is widely acknowledged, getting more women into senior leadership positions continues to be a big challenge. It's a topic that was the subject of a recent conference at RSM. **STORY BY** REBECCA MORRIS

When Rebecca Stephens became the first British woman to climb the world's seven summits, journalists wanted to know just how she had managed it. 'The overwhelming perception was that it must have been more difficult for me because I was a woman,' Stephens told audience members at a Women in Leadership conference held at RSM in February. 'And yet the reality was quite different. I had other strengths to bring to the table.'

Her story is a fitting metaphor: women climbing the corporate ladder are faced with similar attitudes, says Prof. Dianne Bevelander, founder and executive director of the Erasmus Centre for Women and Organisations (ECWO), the first academic centre of its kind in Europe dedicated to advancing women's careers in organisations. Stevens was one of ten speakers at *The 8th Summit: Women's Ascent of Organisations*, a high-profile event hosted by ECWO that focused on the obstacles preventing women from reaching the top of organisations.

They are obstacles that Prof. Bevelander and her colleagues at ECWO are determined to help women overcome, by exposing their underlying mechanisms, collaborating with organisations – even changing business education itself.

Recent statistics from the European Commission paint a sobering picture of women's place in senior management. 'Women constitute four per cent of all CEOs at the largest listed companies in Europe, and only 14 per cent of senior executives,' Prof. Bevelander told academics, executives and entrepreneurs during the event. 'The public and academic sectors fare not much better. In the Netherlands, women comprise only 17.1 per cent of all professors.'

Organisations pay the price for this lack of diversity, said chair of the ECWO Advisory Board Carien van der Laan. Across the board, companies with the highest percentage of women in management have been shown to deliver the highest returns to stakeholders, she said.

So what is holding women back? Evidence points to the prevalence of a gender bias. 'Both men and women are more likely to hire a man than a woman with the same qualifications,' said Bevelander. 'Employers discriminate against mothers but not fathers – mothers are perceived as less competent and committed, and are offered less money than fathers.'

Hein Knaapen, chief HR officer at ING Bank NV, the main sponsor of ECWO, compared the bias women

face in organisations to that of any other minority, such as gay men and ethnic minorities. 'Minority groups are always treated as the "other",' he said.

Yet unravelling the ways in which this bias operates and how to remedy it is complex, said Bevelander. It is a bias perpetuated by both men and women. It is often subliminal. Bevelander shared the results of a study she conducted on MBA students that found that female MBAs were more likely to trust male fellow MBAs than female. 'Even women are not supporting women,' she said.

'We are simply not confident that we can do it,' said Jacqueline Brassey, an experienced consultant. 'We can't even talk about it because in the corporate culture lack of confidence is often mistaken for incompetence.'

Closing the gap

A common sentiment was that women should take ownership of changing public perceptions. Pauline van der Meer Mohr, independent non-executive director of Erasmus University Rotterdam and the first woman on the management board of Shell, said: 'We cannot expect men to fight our battles for us. Choose employers who support women in leadership roles and organisations whose values align with your own.'





Jacqueline Tammenoms Bakker – currently non-executive director of CNH Industrial and a member of the supervisory board of TomTom, Unibail-Rodamco and Groupe Wendel – spoke of how she has dealt with gender bias over the course of her career. ‘When it comes to gender bias, people don’t usually intend to cause offence,’ she said. She suggested that women opt to “politely educate” instead of taking umbrage.

Award-winning entrepreneur Marlies Dekkers urged women to rise above gender stereotypes and pursue their interests. Other speakers offered women practical tips on how to fulfil their ambitions. Pioneering social network scientist Prof. Karen Stephenson demonstrated the ways in which women could tap into social media to boost their careers. Inter-

national facilitator and leadership coach David Bond explained that becoming a significant voice in an organisation required women to practise having courageous conversations.

While the future looks promising, Van der Meer Mohr said, with new laws passed in the Netherlands already leading to more and more female faces in boardrooms across the country, a great deal more needs to be done.

Helping to drive this change is the ambition of ECWO, whose initiatives range from working with companies to correcting the bias that exists within business education itself.

‘Business schools shape management practices and attitudes,’ said Prof. Bevelander. ‘It seems logical that we address this as part of leadership development.

We need more female role models in our case studies, more female professors. And this is what we intend to do.’

Going forward, said climber and journalist Stephens, women should not make the mistake of trying to emulate men. ‘Don’t change, just do more,’ she said. ‘What we need is diversity in leadership. We need the unique strengths that women bring.’ ■

Find out how the ECWO is encouraging organisations to achieve gender-balanced leadership at [WEB www.rsm.nl/ecwo](http://www.rsm.nl/ecwo)

“Employers discriminate against mothers but not fathers – mothers are perceived as less competent and committed, and are offered less money than fathers.”

Prof. Dianne Bevelander, executive director, Erasmus Centre for Women and Organisations



Future-proofing against legal challenges

As businesses keep expanding internationally, the potential legal risks they face multiply. Class action suits in Germany, national security subpoenas in the US, intellectual property infringements in China – these days, legal trouble can pop up anywhere.

STORY BY BENNETT VOYLES

To stay in compliance and out of court, companies have greatly expanded their legal teams over the past 15 years. ABN AMRO, the Dutch banking giant, now has around 240 in-house lawyers, 72 hired in the past year alone, notes says Pursey Heugens, professor of organisation theory, development and change in the department of strategic management and entrepreneurship at RSM, and a faculty member of its new General Counsel Executive Programme.

Once just the chief in-house lawyer, a firm's general counsel (GC) now wears several hats, including strategic advisor, legal risk manager, team leader and legal services procurement officer. American, British and increasing numbers of European companies are even making GCs an active part of the executive team, says Petra van Hilst, a former GC and co-founder of the General Counsel Netherlands (GCN) professional network.

Rising respect

'The perception of in-house counsel in Europe was often, "Oh, this is the person who does the contracts",' says Sébastien Vitali, senior corporate counsel and legal director for Wyeth Nutrition, a unit of Nestlé based in the USA.



But Vitali argues that was short-sighted. 'We're not just compliance guys, we're not policemen, just checking that people comply with the law and telling them what is right and what is wrong. That is part of our role – we do that – but it's not the core of our role. The core of our role is to provide strategic legal guidance to the company and you can only do this as a business lawyer if you're sitting with the business.'

Smarter companies have begun to realise that it pays to include lawyers in every major decision. Many legal departments are no longer reactive op-

erating business units but strategic and transparent thinking teams that operate as business partners, both in operations and in changing environments, says Van Hilst. At Nestlé, for instance, lawyers are now more often embedded within the executive team of each business unit headquarters instead of all centralised in Vevey, according to Vitali.

Yet recognition of the role's strategic importance still lags at many companies, even in the US, which has had a longer tradition of GCs in the executive suite. A 2013 survey by the US-based Association for General Counsel found

that corporate directors tend to view the value of their GC's advice as much less strategic than the GCs themselves do – 27 per cent to 62 per cent.

A challenging role

The GC role differs from that of an in-house lawyer in several respects. Perhaps the most important is that practising law is not his or her primary occupation. A 2014 survey by Altman Weil, a US legal services management consultancy, found that GCs spend about 33 per cent of their time advising executives, 25 per cent practising law, 23 per cent managing internal lawyers, and the remainder on other business-related tasks.

an action. They are also conversant with the company's general business risks, as these days the headline risk of an action is often just as important as bright-line legal risks, according to Prof. Heugens.

'Probably the biggest difference between the general counsel and the traditional in-house counsel is the fact that you have closer contact with the board, and through that you're getting confronted with certain issues that come up very early in the strategic discussions,' says Vitali.

Besides being a good manager, today's GC needs to be a skilled politician too, maintaining good relations with the entire company. Finally, the

legal experience, and they work for organisations, but lots of them feel the need to be educated more from a business-school perspective,' says Van Hilst.

To meet that need, GCN and RSM have developed the world's first academic executive education programme intended to teach GCs business strategy and prepare general counsels for future challenges internally and externally. In six modules of three days each, spread over 18 months, instructors provide the participants with indispensable knowledge and skills, as well as broad analytical concepts, tools and the mindset needed for GCs in the near future, Prof. Heugens says.

Vitali, a member of the first year's class, says he has been impressed with the GC curriculum so far. 'They really try to put themselves in our shoes,' he says. ■

“ The core of our role is to provide strategic legal guidance to the company and you can only do this as a business lawyer if you're sitting with the business.”

Sébastien Vitali, senior corporate counsel and legal director, Wyeth Nutrition

'A good general counsel is someone who knows how to organise legal services, knows how to purchase them, but you don't necessarily have to be the sharpest crayon in the box legal-wise for every specialisation in order to be an excellent general counsel,' Prof. Heugens says. In fact, he adds, the managerial aspect is now such a big part of the role that some GCs don't even have a legal degree but, for example, come from a compliance background.

The best GCs advise on all aspects of the company's strategy, while keeping a close eye on the legal consequences of

best GC is a smart service architect, able to develop the most cost-effective combination of in-house and external expertise.

Back to school

That's a lot of ground to cover, and many GCs believe they have much more to learn. The national General Counsel Benchmark Survey 2014 conducted by GCN found that many GCs in the Netherlands want to learn more about business and how to become a modern legal business leader. 'Most of these people have ten to 20 years of experience and

General Counsel Executive Programme

The only high-level business programme designed specifically for the new challenges that GCs encounter, its primary focus is not on technical legal skills, but on increasing their business acumen. The programme, aimed at GCs around the world, unleashes enormous opportunities for innovation, leadership and decision-making at the highest levels associated with their position as companies become more international, and with compliance, governance, reputation management, privacy and ethics ranking high on corporate agendas.

For more information, visit

WEB www.rsm.nl/gcep

The birth of a business school

While history records the birth of RSM as being in 1970, its inception was much earlier. In fact it was in 1966, 50 years ago, that the vision of a school purposefully created to educate new generations of managers came into embryonic being. To mark that landmark moment, *RSM Outlook* magazine invited Harry Langman, the school's founding dean, to share his personal recollections of those early days with RSM's present dean, Steef van de Velde. **STORY & PHOTO BY** RUSSELL GILBERT

Steef van de Velde: *During your early career you held various management and executive positions in the shipbuilding industry. How did you come to be involved in education and the formation of what was to become RSM?*

Harry Langman: In 1963 I received a phone call from the dean of the faculty of law at the Netherlands School of Economics (NSE) in Rotterdam. Knowing that I'd studied law and economics, he offered me a full-time professorship in the law school to acquaint students with business and business economics. I initially refused, saying that I had a marvellous job with shipbuilders Royal Schelde. The dean countered with an offer that meant I could take on the role for just four hours a week.

Then in 1966, when Royal Dutch [the Dutch part of what was the Royal Dutch/Shell Group] was celebrating its 75th anniversary, the company decided to make a large sum of money available for the promotion of business studies in Rotterdam. Other large Dutch companies were invited to participate. To the surprise of many at that time a number of them did, and a considerable fund became available. A committee was set up to explore the feasibility of a business school. I was invited to join the committee and later to become the dean of the new *Interfaculteit Bedrijfskunde* (Graduate School of Management).



Why did they invite you to become dean? Was it because of your business experience?

Yes, and my involvement in teaching. At that time most thought the idea of a business school was a folly and it wasn't until 1968 that we were obliged to show the people who had made the money available that we were doing something serious with it.

When we presented our plans for a business school, the law and economics faculties at NSE were supportive but the people at social sciences were very much against it. They were afraid we would poach their students. There was quite a fight, but they eventually came round to our way of thinking.

We visited INSEAD, Manchester and London business schools, as well as a number in the USA, to find out what we needed to do. In all our planning the involvement of Delft University of Technology was considered important.

Why was Delft so important?

I had seen many engineers trying to make money from running their own businesses but without the necessary business skills to do so successfully. Delft had a number of professors with solid business experience, so their participation was very much needed. We eventually secured commitment from Delft's faculties of civil, mechanical and

maritime engineering, and general sciences. Their support along with the involvement of the faculties of economics, law and social sciences at NSE meant that the new school could be multidisciplinary.

However, this created a challenge: how to give students an understanding of all these disciplines so that the real work – the business education – could begin. The solution was to have different subjects as the theme for each semester. The first-ever semester was on marketing.

The supervisory boards of NSE and Delft were made up of prominent businessmen with the head of Unilever being chairman of NSE and the managing director of Royal Dutch heading up Delft. One day, not long before our new

They went through a selection process that involved them writing a letter explaining their reasons for enrolling. A professor of psychology tested them individually, and wrote to those who failed to get in offering to explain personally why they weren't admitted. There were limited places available and we had many applicants. Most who didn't get in were advised to try again the next year.

The first intake was a very highly motivated group. And we learned as much from them as we hoped they had learned from us. The staff were also very good, especially as they'd been asked to take on something that was completely different to them.

From that very first class back in 1970, there are now around 30,000 alumni with careers all over the world and RSM is a globally recognised business school. That's a remarkable achievement.

I feel very proud even if it was so many years ago. Perhaps the more important decisions behind the school's success were taken later on, but we got it started at least. All we could do was try to foresee all the possibilities, study them seriously, get it started and learn as we went along, which I still think is the best approach with any new venture.

With your many years of experience, in industry, banking, politics and more, what advice would you offer to young people, perhaps those who have recently graduated and are at the very beginning of their own careers?

While your qualifications are very important, your personal characteristics are even more important. Try not to build your career on the backs of other people. Try to be a good colleague, don't do things that you don't like to do and always make time for your family.

Harry Langman, thank you very much. ■

“ I had seen many engineers trying to make money from running their own businesses but without the necessary business skills to do so successfully.” **Harry Langman**

school was about to open, it occurred to them that they ought to let the Ministry of Education know what we were planning. A hastily arranged meeting was set up with Arie Piekaar, director general of science policy at the ministry.

After explaining our plans, Piekaar, probably thinking that this was a long way off, asked when the new school might actually happen. I thought then that everything was going to go badly wrong because the opening was set for the middle of the next week. Instead he said: 'Gentlemen, we've been praying for something to happen since the end of the war – and it starts next Wednesday!'

What about the first group of students, what were they like?

In terms of education, what were you looking to provide to students?

We wanted to give them good insights into how a business should be run. And to have the skills to become a successful manager or a highly valuable member of a company who could contribute, not just with knowledge acquired from their own field, but with sufficient understanding to operate with people who had different sorts of knowledge.

We had plenty of heavy industries in the Netherlands then and based on my experiences it was clear to me that sometimes managers were absolutely not qualified to run businesses that employed thousands of people. They needed educating.

Harry Langman

Born 23 February 1931, Harry Langman held dozens of executive and supervisory positions during a long and distinguished career and served as minister of economic affairs in the Dutch government from July 1971 to May 1973. He is now retired.

Find out about RSM's history at
WEB www.rsm.nl/history



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 and/or conducting interviews for us
- Following MBA Marketing & Admissions



E-mail Denise van Dijk-Chasney (dchasney@rsm.nl) at the MBA Admissions office for more information.

ROTTERDAM SCHOOL OF MANAGEMENT
ERASMUS UNIVERSITY



FORTHCOMING EVENTS



3 – 5 JUNE 2016

LEADERSHIP WEEK-END GERMANY

You may still be in time to join a weekend of learning about leadership, plus fun, networking and good food in Munich. The annual Alumni Leadership Weekend is organised by the Local Chapter Germany, and it's a great way to develop your critical thinking around thought leadership in business. Guest speakers from RSM, Allianz, Heidrick & Struggles and IBM will talk about the Internet of Things.

EMAIL alumni-germany@rsm.nl

7 JUNE WOMEN'S NETWORKING EVENT

Exchanging and sharing ideas and wisdom leading to the creation of meaningful relationships is the ultimate aim of this event targeted at women in leadership positions. It takes place at RSM on the evening of 7 June. For more information, contact Chantal Dammann.

EMAIL cdammann@rsm.nl



9 JUNE

REFUGEE CRISIS: THE HUMAN PERSPECTIVE

Former UN High Commissioner and human rights advocate Navi Pillay will discuss the human perspective of current migration challenges at the Mandeville Lecture 2016, which is held at Erasmus University Rotterdam on Thursday 9 June. She will also receive an honorary doctorate at the event. Don't miss this fascinating opportunity. **Register for free**

at [WEB www.eur.nl/english/mandeville](http://www.eur.nl/english/mandeville)



23 JUNE

WELCOME NEW ALUMNI

Alumni Local Chapters: get ready to welcome your new members! Around 1,200 new

graduates will receive their diplomas between now and October and will be encouraged to join Local Chapters around the world. New graduates will come from the OneMBA class of 2016 in June and RSM's MSc programmes after their ceremony in October. Find your Local Chapter at

[WEB www.rsm.nl/localchapters](http://www.rsm.nl/localchapters) or contact Meta Mikec

EMAIL mmikec@rsm.nl

12 – 13 JULY

SUSTAINABLE CITIES CONFERENCE

The Sustainable Cities Conference comes to Erasmus University Rotterdam on 12 – 13 July. It connects students, educators, researchers, higher education institutes, city associations and urban practitioners in dynamic discussions about sustainability in cities. Day 1 is about sustainable urban development and day 2 is about networking.

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

JUNE AND JULY ERIM SUMMER SCHOOL

Make more of your summer with a short, specialised course at ERIM's Summer School. You can improve your skills in data analysis, econometrics,



condition analysis, corporate governance and more. Groups have a maximum of 30 participants, and you'll learn from academics who are experts on the subject. You'll also receive a certificate with European credits (ECTS) from the advanced courses.

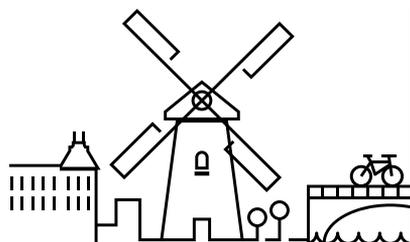
[WEB www.erim.eur.nl/summerschool](http://www.erim.eur.nl/summerschool)



29 JULY – 6 AUGUST

A SOCIAL ARMADA IN THE AEGEAN

Set sail on an exciting and relaxing summer networking odyssey around the Greek islands this summer. Around 90 MBA alumni and students from top business schools worldwide will join the RSM MBA Armada at four Greek islands during 29 July – 6 August. **For more information, see www.rsmssailing.com or contact the RSM Sailing Club** EMAIL info@rsmssailing.com



18 AUGUST

MBA NETWORKING IN AMSTERDAM

Prospective MBA students want to hear your personal stories and RSM experience at an informal MBA networking event in Amsterdam on Thursday 18 August. If

you'd like to talk about your MBA journey, contact Courtney Stankey, MBA marketing and admissions manager at RSM

EMAIL cstankey@rsm.nl

FORTHCOMING EVENTS



25 – 28 AUGUST ARE YOU READY TO RACE?

This year's RSM MBA Regatta, 25 – 28 August, promises to raise the level of competition for sailors from business schools around the world. There's a new format for the MBA Sailing League and it's one of the biggest alumni networking events of the year for sailors and spectators. Expect 18 races per crew over three days of sailing in the strong winds off Medemblik in North Holland. [Get more information from **WEB** \[www.rsmsailing.com\]\(http://www.rsmsailing.com\) or **EMAIL** \[info@rsm sailing.com\]\(mailto:info@rsm sailing.com\)](http://www.rsmsailing.com)

SEPTEMBER RSM MBA IN COLOGNE

Spread the word – the new Cologne-Rotterdam Executive MBA has teachers from RSM and the University of Cologne presenting an executive MBA adapted to the local economy, and in particular the energy market. The programme starts in September. [For more information, or to apply, visit **WEB** \[www.cr-emba.uni-koeln.de\]\(http://www.cr-emba.uni-koeln.de\)](http://www.cr-emba.uni-koeln.de)

7 OCTOBER DYNAMIC SUMMIT

A lively platform and a dynamic experience is promised at this year's RSM Leadership Summit in Rotterdam on Friday, 7 October. Leading business practitioners join RSM's top academics in front of students and the wider business community for a day of high-level networking. Presentations, breakout and round table sessions boost knowledge sharing. Expand your network, grow your knowledge and share your thoughts.

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



7 – 8 OCTOBER 2016 MBA REUNION

If you graduated in 1991, 1996, 2001, 2006 or 2011 then it's your turn for the MBA Alumni Reunion! Start on Friday 7 October with high-profile corporate speakers, leading academics and the latest business developments at the RSM Leadership Summit, and

continue through the weekend with social activities in Rotterdam. You'll have plenty of time to catch up with classmates, reflect on old times and create new memories. [For more information contact Meta Mikec **EMAIL** \[mmikec@rsm.nl\]\(mailto:mmikec@rsm.nl\) or visit **WEB** \[www.rsm.nl/mbareunion\]\(http://www.rsm.nl/mbareunion\)](mailto:mmikec@rsm.nl)

2 NOVEMBER MAX HAVELAAR LECTURE

This year's Max Havelaar lecture will be all about business and inclusive development. International speakers will share expertise on themes such as frugal innovation, living wage, and inclusive business. Save the date: 2 November at Erasmus University Rotterdam. [For updates visit **WEB** \[www.maxhavelaarlecture.org\]\(http://www.maxhavelaarlecture.org\)](http://www.maxhavelaarlecture.org)

3 – 14 NOVEMBER STAR MANAGEMENT WEEK

The largest on-campus business recruitment event in Benelux is the STAR Management Week, which takes place 3 – 14 November. You can present your company to RSM students in-house or on campus in several ways. [Organise your recruitment via **WEB** \[www.starmanagementweek.nl\]\(http://www.starmanagementweek.nl\)](http://www.starmanagementweek.nl)



4 NOVEMBER RECRUIT RSM TALENT

Talented students looking for employers will be ready to impress companies at RSM's International Career Event in Rotterdam on 4 November. Access to the pipeline of international bachelor, master and MBA students starts with showcasing your company with a presentation, a corporate game or joining our efficient speed interview sessions. Future RSM graduates make highly skilled employees, and they are keen to start international careers. [For more information contact Hakan Abali **EMAIL** \[habali@rsm.nl\]\(mailto:habali@rsm.nl\)](mailto:habali@rsm.nl)

17 NOVEMBER GET-TOGETHER FOR START-UPS

If you're involved in a start-up, then join the How To Get There Summit at the Erasmus Centre for Entrepreneurship in Rotterdam on 17 November to meet innovation professionals. It's a mix of pitches, workshops, speed dates and exhibitions. [WEB \[www.htgt.nl\]\(http://www.htgt.nl\)](http://www.htgt.nl)



29 OCTOBER RECRUITING FOR ASIA

Talented business students with a passion for Asia will be at the Asia Careers Fair 2016 in London on 29 October. Companies can secure a place as an attending recruiter

to build their brands in front of candidates from London Business School, HEC, IESE, INSEAD and RSM. [For more information, contact Hakan Abali **EMAIL** \[habali@rsm.nl\]\(mailto:habali@rsm.nl\)](mailto:habali@rsm.nl)

EXECUTIVE EDUCATION

OPEN PROGRAMMES 2016

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 second half of 2016. RSM and Erasmus University alumni are offered a 10 per cent discount.

JUNE

06 June
Diploma Programme in Business Management and Leadership
11 days
www.rsm.nl/bml

07 June
Effective Negotiating Skills
3 days
www.rsm.nl/ns

16 June
Negotiating for Women: the Key to Career Success
1 day
www.rsm.nl/nfw

23 June
The Power of Storytelling
1 day
www.rsm.nl/ps

AUGUST

23 August
Essentials of Leadership
3 days
www.rsm.nl/el

25 August
Finance for Non-Financial Managers
2 days
www.rsm.nl/fnf

29 August
The Power of Presence
2 days
www.rsm.nl/pp

SEPTEMBER

08 September
Women in Leadership
2 days
www.rsm.nl/wl

13 September
Advanced Management and Leadership Programme
10 days
www.rsm.nl/amlp

20 September
The Strategy Consultants' Approach to Problem Solving
3 days
www.rsm.nl/sca

22 September
Business Valuation
14 months
www.rsm.nl/bv

28 September
Brand Strategy
2 days
www.rsm.nl/bstr

29 September
Erasmus Executive Programme in Strategic Management
11 sessions
www.rsm.nl/esm

29 September
New Business Development
10 workshops
www.rsm.nl/nbd

OCTOBER

04 October
Engaging Customers Through Social Media
2 days
www.rsm.nl/ectsm

06 October
Essentials of Business Valuation
2 days
www.rsm.nl/ebv

10 October
Finance for Senior Managers
3 days
www.rsm.nl/fsm

NOVEMBER

07 November
Business Model Innovation
3 days
www.rsm.nl/bmi

09 November
Communication with Power and Impact for Women
1 day
www.rsm.nl/cfw

14 November
Strategic Account Management
3 days
www.rsm.nl/sam

17 November
Essentials of Coaching
2 days
www.rsm.nl/eoc

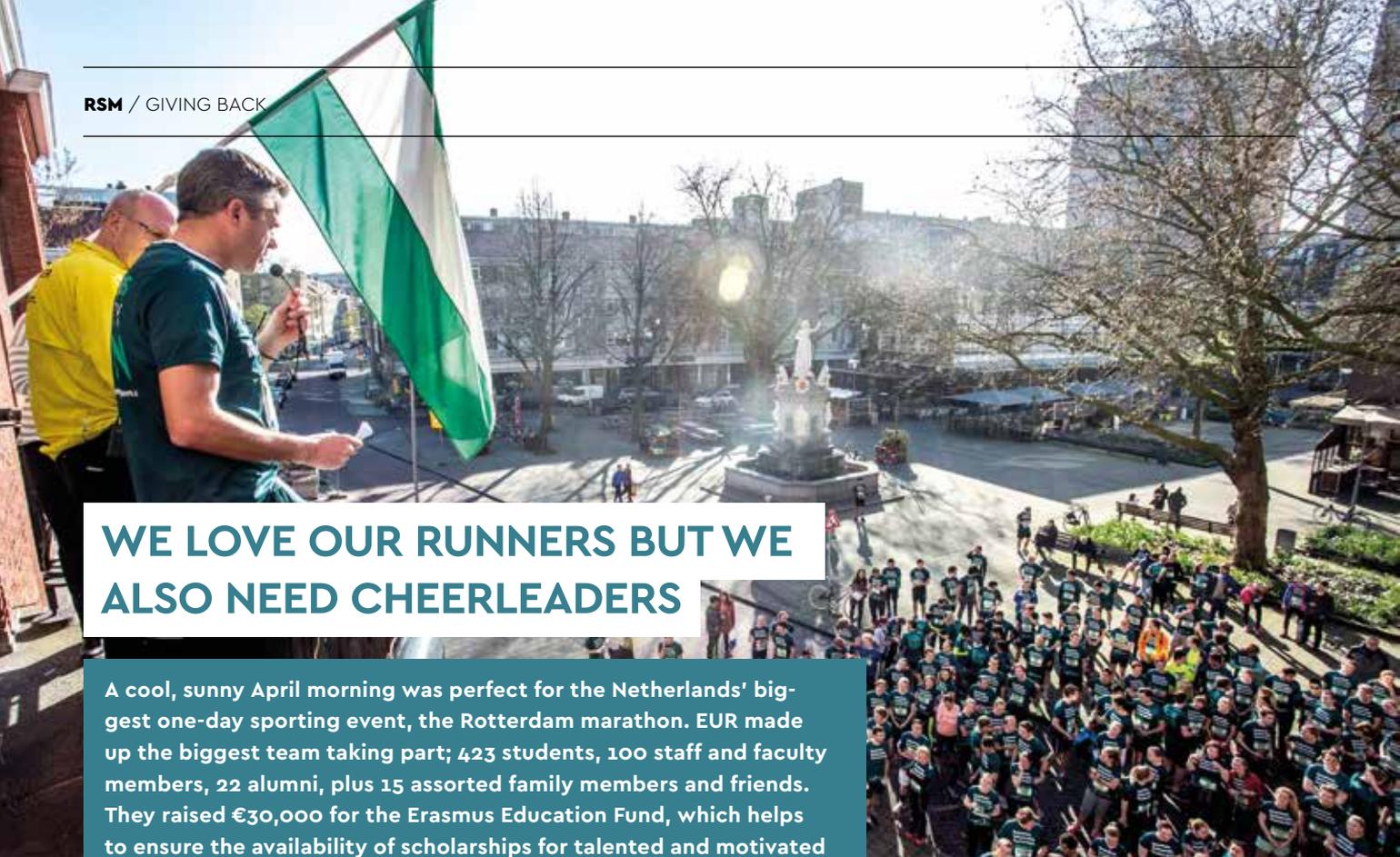
23 November
Project Management in Practice
3 days
www.rsm.nl/pm

28 November
Online Experimentation and Big Data
2 days
www.rsm.nl/oebd

DECEMBER

07 December
HR Strategy and Effectiveness
3 days
www.rsm.nl/hre

More information about RSM programmes can be found at www.rsm.nl/open. Please note dates can be subject to change.



WE LOVE OUR RUNNERS BUT WE ALSO NEED CHEERLEADERS

A cool, sunny April morning was perfect for the Netherlands' biggest one-day sporting event, the Rotterdam marathon. EUR made up the biggest team taking part; 423 students, 100 staff and faculty members, 22 alumni, plus 15 assorted family members and friends. They raised €30,000 for the Erasmus Education Fund, which helps to ensure the availability of scholarships for talented and motivated students from impoverished backgrounds.

RSM students and alumni showed huge enthusiasm and generosity; Claudio Corti (MSc Business Information Management 2016) organised a crowdfunding campaign, and RSM alumnus Jeffrey Colin (MScBA 2010) was named "Most Generous Runner". But by all accounts, EUR alumnus Michiel Muller (pictured) made the biggest impression for his rallying cry to the whole university team immediately before they ran. Muller is a serial entrepreneur and investor, and chairman of Erasmus Trustfonds. Under his leadership, the Trustfonds has launched its Endowment Fund, aiming to collect €100 million in the next eight years.

We need more cheerleaders like Michiel Muller. Are there any RSM alumni out there who have similar passion and enthusiasm? We're looking for you!

Looking for champion ambassadors

We're seeking five active members of the alumni community to become champion kick-off members of the Ambassadors' Committee to the new RSM Fund. They will become the entrepreneurial force behind the Fund when it transforms later this year into a form that can accept more diverse fundraising initiatives.

We're not looking for career tigers, but our ambassadors need to be confident about asking their peers in the alumni community to give back to the school. Most of all

we're looking for enthusiasm for RSM and its future as an increasingly self-funded institution.

Building an identity for the new RSM Fund and opening it up to more sources of funding means money can be used for more than just scholarships.

The fund will be used for business start-ups, for example to strengthen the Get Started programme at the Erasmus Centre for Entrepreneurship. This is for anyone in the RSM community with a great idea for starting their own business. There are plenty of other fundraising ideas on the table, from big ideas like endowment funding to smaller crowdfunding campaigns. Other possibilities include collaborations, which is why we're also seeking organisations with which we can match-fund for mutual benefits.

If you think you could be one of our RSM Fund Ambassadors, then please send a single-page motivation letter – including a link to your online profile – to EMAIL rsmfund@rsm.nl

That's a lot of asking for one page, but rest assured that we're also working hard on developing the services we offer; those for alumni careers and alumni relationships. These projects are part of the run-up to 2020, when RSM celebrates its half-century. We'll announce much more about it later in the year, and in the winter issue of *RSM Outlook*.

Join the Executive Summer Course in Corporate Communication

This five-day executive course focuses on the latest developments, insights, models and frameworks in corporate communication and business administration. The course gives you a solid foundation to further deepen your knowledge and skills in the field of corporate communication.

The Summer Course will take place from **20 till 24 June 2016** at 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
- How to apply competitive analysis, academic models and co-coordination mechanism



SUMMER COURSE 20 - 24 JUNE 2016

THE FOLLOWING FIVE THEMES WILL BE DISCUSSED:

- 1** New developments in Corporate Communication
- 2** Identity and Organisational Change
- 3** Creating External Alignment
- 4** How to deal with Complexity and Ambiguity
- 5** Managing Corporate Communication

MORE INFORMATION? PLEASE CONTACT:

Corporate Communication Centre
Phone: +31 (0) 10 408 2851
E-mail: ccc@rsm.nl

WWW.RSM.NL/MCC

Corporate Communication Centre

The Executive Summer Course in Corporate Communication is part of the Executive International Master of Science in Corporate Communication programme, offered by the Corporate Communication Centre at the Rotterdam School of Management (RSM), 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. WWW.CORPORATECOMMUNICATION.NL

ROTTERDAM SCHOOL OF MANAGEMENT
ERASMUS UNIVERSITY



**10%
discount**
for alumni from
RSM and Erasmus
University
Rotterdam

FUEL YOUR FUTURE THIS SUMMER

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 summer programmes 2016

- | | |
|--------------------------------------|-------------|
| ▶ Essentials of Leadership | 23 August |
| ▶ The Power of Storytelling | 25 August |
| ▶ Finance for Non-financial Managers | 25 August |
| ▶ The Power of Presence | 29 August |
| ▶ Effective Negotiating Skills | 6 September |
| ▶ Project Management in Practice | 7 September |
| ▶ Women in Leadership | 8 September |

RSM.NL/OPEN

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ERASMUS UNIVERSITY

