About CEMS

Founded in 1988, CEMS is a global alliance of 26 business schools and universities, over 70 prestigious multinational companies and 4 NGOs. They collaborate closely to deliver the CEMS Master’s in International Management (or “CEMS MIM”), one of the top-ranked pre-experience Master’s in Management in the world by the Financial Times. The CEMS MIM provides a unique blend of top-level education and professional experience for multilingual, multicultural postgraduate students.

www.cems.org

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CEMS Magazine

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Cover photo: CEMS students Adrien Bayle and Julie Ranty working on the HEC campus in 2010
I would like to welcome you to the second CEMS Magazine of 2011 on behalf of P&G as one of the Corporate Partners of CEMS but also as a CEMS Executive Board member. We live in the age of rapid and more accessible communication. Over the last decades, we have been witnessing probably the most important changes in the way we work ever. We have become used to working real time with colleagues from different parts of the globe using technology. This is a real opportunity for businesses such as P&G to grow and reach more consumers in more parts of the world and thus remains a very important topic in P&G. The change is very much evident in the way we approach you, our future leaders, as well. We were always on the frontier of using the new technologies and that is why we have been providing for three years in a row an opportunity to students to participate in a P&G specific Virtual Career Fair as well as offering real-life chats with real P&G managers on our Facebook page.

But this is not where it ends. We need to be prepared to embrace change, new technologies and ways of communicating in order to win on the market.

With that, I would like to invite you to have a good read on this fascinating topic...

Best regards,

Luc Suykens
Marketing Director, Procter & Gamble

DEAR READERS, MEMBERS OF THE CEMS COMMUNITY,

I would like to welcome you to the second CEMS Magazine of 2011 on behalf of P&G as one of the Corporate Partners of CEMS but also as a CEMS Executive Board member. We live in the age of rapid and more accessible communication. Over the last decades, we have been witnessing probably the most important changes in the way we work ever. We have become used to working real time with colleagues from different parts of the globe using technology. This is a real opportunity for businesses such as P&G to grow and reach more consumers in more parts of the world and thus remains a very important topic in P&G.

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Best regards,

Luc Suykens
Marketing Director, Procter & Gamble
The CEMS MIM this year confirmed its long-term success as first in the world for the third year running. This result covered the period 2009-11 where the CEMS MIM finished 1st, 2nd and 2nd. The ranking was published by the Financial Times on Monday 19th September.

The CEMS MIM was ranked the n°2 pre-experience Master’s in Management in the world in the global Financial Times ranking for 2011 alone, with the programmes of eight CEMS member schools in the top 25 and 17 in the overall ranking. These included the University of St Gallen (1st in 2011), HEC Paris (4th), Rotterdam School of Management (10th) and ESADE Business School (12th).

The CEMS MIM emerged again as the n°1 programme for combined international experience (international faculty, students and board, alumni mobility and international course experience). The programme has been in the top three ever since the ranking began in 2005.

IMPROVED RESULTS IN EIGHT CATEGORIES

The CEMS MIM improved in eight categories compared with the 2010 ranking, including an ‘Aims Achieved’ score of 86% and a Career’s Rank gain of nine places. It was also ranked 1st in the world for International Faculty, 3rd for International Course Experience and International Students, and 5th for International Alumni Mobility.

CEMS Executive Director François Collin was especially pleased to see the sustained success of recent years consolidated by these improved results:

“With seven years the CEMS MIM has been ranked amongst the top three pre-experience Master’s in Management programmes. Improving in so many categories underlines that we are continually building upon this success, thanks to the excellence of our graduating students and alumni and the trajectory that their careers take. The first place in the three-year ranking confirms this fact.”

COMMENt

MIM finished 1st, 2nd and 2nd. The ranking was published by the Financial Times master’s on the podium Communications Manager, CEMS Head Office.

NEW ACADEMIC YEAR HERALDS NEW PARTNERS AND AN EVER-INCREASING COHORT

Recent months have seen the CEMS alliance continue to expand on all fronts, with a record-size student cohort, new entering Corporate and Social Partners and Tsinghua’s application to deliver the CEMS MIM from 2012-13 being approved by the CEMS Board.

The entering class of students this year totals 920, the largest in the history of the CEMS alliance, comprising close to 60 nationalities. 12% of the cohort is non-European, underlining the impact of the globalisation strategy approved in 2007-08. By comparison just 5% of CEMS students three years were of a non-European nationality.

This year the CEMS MIM is being delivered in 25 countries, with Japan in the shape of Keio University bring the latest illustrous addition. This is likely to grow to 26 in 2012-13, as Tsinghua University’s School of Economics & Management’s application to become a full member school was approved by the CEMS Board. This decision is subject to a ratification vote at the 2011 Annual Events in Lisbon.

Other recent partnerships will also be voted upon in Lisbon, including seven recent Corporate Partners. Borendorf, Capitaland, Catalent, Mastercard, QBE, Telekom Polska and Scotiabank have all been successfully recruited over the past six months. These arrivals bring the overall total of CEMS Corporate Partners to 76, representing an increase of 21 over the past two years.

In addition to this, the portfolio of Social Partners has risen from two to four, with the United Nations Alliance of Civilizations and Transparency International becoming the latest NGOs to join the CEMS alliance.

| 6 |
DATES FOR THE DIARY

CEMS CAREER FORUM 2011
A TRIED AND TESTED FORMULA

Year after year the event is attracting a greater number of students and Corporate Partners. This year, the CEMS Career Forum will take place for the third time in a row in Budapest, Hungary. And it will be no exception in terms of popularity and importance.

More than 40 companies will be present at the 2011 Career Forum and 1,000 students are expected to come. A record number of companies intend to deliver accredited skill seminars for students. Also, a number of career guidance group workshops will be organised with the aim of enhancing students' self-awareness and preparation for the world of work.

This is an ideal opportunity to meet fellow students and alumni, and have a glimpse of what CEMS Corporate Partners are offering for them after finishing their CEMS year. The majority of the companies consider the Career Forum as the first round of the selection process, which enables them to find the best profiles, and offer internships or entry to their graduate programme interview rounds.

CEMS Corporate Partners will have the opportunity to meet all member schools representatives and discuss further possibilities for cooperation. Other networking and personal development opportunities will be provided, complementing the traditional job fair, corporate presentations and pre-scheduled interviews with students and young alumni.

The networking side has not been neglected either. A large-scale party is being hosted in one of the biggest and best-equipped fluvial event venues in Central Europe as a fitting close to what promises to be a great event.

CEMS Corporate Partners are Participating in the 2011 Career Forum

CEMS Corporate Partners are Offering Pre-Scheduled Interviews to Students

CEMS Corporate Partners are Offering Pre-Scheduled Interviews to Young Alumni (0-4 Years After Graduation)

CEMS MIM-Accredited Half-Day Skill Seminars are Being Offered to Over 600 Students

CEMS Students Applied for Pre-Scheduled Interviews

CEMS Students Applied for Accredited Skill Seminars

LISBON WELCOMES THE 2011 CEMS ANNUAL EVENTS

This year's Annual Events will be the perfect opportunity for the CEMS community to showcase 2011's achievements, and to set out a strategic path for the future of the alliance. Formal and social meetings and events will be hosted throughout Lisbon so as to maximise everything the city has to offer!

CEMS Corporate Partners EDP, Millennium bcp, McKinsey & Co., and Wolseley are kindly sponsoring parts of the main events. We would like to thank them for their generosity and commitment to CEMS.

We are expecting over 500 exceptional students to officially graduate from the CEMS MIM on Saturday at the Centro Cultural de Belém, a beautiful riverside venue that will certainly leave most guests yearning to go out into the ocean exploring like the Portuguese did many years ago. For the second year in a row, students will be invited to sign the "Global Values Statement", which clearly declares CEMS's core values that all graduates should retain in their professional lives.

Last but not least... It is not a celebration if there is no party! After the Graduation Ceremony and Dinner, everyone is invited to dance the night away at Lux, one of Lisbon (and Europe's) most prestigious and high-end night-clubs.

Lisbon, once the gateway to the world, will be the stage for a multicultural event that is characteristic to CEMS. We hope to see everyone there.

Vemo-nos em Lisboa!

All information on the CEMS Annual Events 2011 can be found at: www.novasbe.unl.pt/cemsanualevents/
A NEW CEMS FORUM IS BORN – WITH A BANG

Are you ready for four exciting days of Skill Seminars, networking, parties and getting to know the beautiful city of Vienna?

WU Vienna University of Economics & Business is proud to host the first edition of the DACH, a Pan-European event together with our partner schools, the University of St. Gallen and the University of Cologne. From Thursday 12th January 2012 we will offer two days of Skill Seminars under the common theme “Challenges for Businesses in a Changing Society”.

Top-notch Corporate Partners have already signaled their interest in being a part of this premiere and a visit to the UN headquarters has been secured as the kick-off to the event. But there is even more, the DACH will give you the chance to make an amazing experience you don’t want to miss out on.

Giving you yet another reason to visit beautiful Vienna, the CEMS Club Vienna and the CEMS Alumni Association Austria are happy to invite you to the jubilee 10th edition of the CEMS Waltzing Days! From Friday evening after the DACH (13th January 2012), a weekend full of glamour and “Sissi”-flair is awaiting you! Test your dancing skills at the WU ball - one of the biggest balls in Vienna with around 4,500 guests in the old emperor’s palace. To make sure you will succeed, we offer you a dancing class in one of the most prestigious Viennese dancing schools. Besides that you will taste traditional Austrian food and we will make sure you get to know “our” city from its most beautiful side!

So why not gain credits, meet people, party and soak up culture at the birth of one event and the big anniversary of another?

Registrations will open mid-November.
We are looking forward to welcoming you!

Want to learn more? Check us out on Facebook: CEMS DACH-Forum
The months of May, June and September saw three of the formal CEMS working groups meet in Sao Paulo, St. Petersburg and Milan respectively. The Executive Board was welcomed by Escola de Administração de Empresas de São Paulo-FGV on 25th-26th May whilst the Programme Managers and Corporate Relations Managers of all member schools convened at the Graduate School of Management, St. Petersburg on 8th-10th June. Finally it was the turn of Bocconi University to play host to the CEMS Student Board at the end of September.

The Board meeting comprised a packed agenda. Issues included the construction and approval of a new business plan for the CEMS Alumni Association, one of the results of which will see a full-time Alumni Officer position created in order to oversee the global workings of the network in close collaboration with the CEMS Alumni Association Executive Committee. Approval was also given to the creation of a certain “minimum-standard” careers service available to all CEMS students in member schools, be they home students or host students on their term abroad.

The late-September Student Board meeting in Milan heralded the arrival of a number of newly elected representatives of member schools and the active participation of the recently-joined Corporate Partner Beiersdorf. Discussions covered such topics as the potential future launch of a virtual career forum, suggested promotion of the 2011 Global Values Statement and the need to create a student-led working group dedicated to the ramifications of the globalisation of CEMS.

HOW TO BE EUROPE’S PIONEERS? FIND OUT NEXT 12th-15th APRIL AT CORVINUS UNIVERSITY OF BUDAPEST

Set in Budapest, the second edition of the V4 Conference aims to take up where the first one left off. Zooming in from the macro perspective featured at Warsaw we will introduce topical issues which Central-Eastern Europe will face during the upcoming years.

THE TOPICS

V4 2012 will focus on two sectors, namely energy infrastructure and human resource strategy in the CEE region. We set the bar high but we have managed to get the best presenters for you! MOL and MOL Energy Trade will guide you through the region’s energy strategy and infrastructural specialties. You will also have the opportunity to gain an insight from a human resource perspective on how Procter & Gamble has restructured its operations in the region. Apart from our corporate partners, highly esteemed academic members will hold a workshop for those who are interested in the driving forces of today’s labour markets.

WHAT’S IN IT FOR YOU?

To make the event special we have a line-up of programmes including a Rotation Dinner with networking activities and social outings in Budapest, the place to be in spring 2012. During the four days participants will also be able to find out why the region’s cuisine is rightly famous, yet another trait that holds together the CEE countries. We would like to introduce the very best of the Visegrád Four region, so we are expecting everyone who is curious to find out how the Polish, the Czech, the Slovaks and the Hungarians have kept alive a cooperation dating back to the XIVth century.

ConTACt: v42012bp@gmail.com
YourV4Team for V42012 Budapest

Only one question remains: Are you ready to find out how to be Europe’s pioneers? We are!
THE 2011 EDITION OF THE LOUROPA FORUM TACKLES THE QUESTION OF WORK-LIFE BALANCE

This year, the Louropa Forum was held at HEC Paris on 13th-15th May, and gathered 80 students of the CEMS community under the theme “Challenging Careers and Happiness”.

The Louropa Forum was again opened to the whole CEMS Community, and we were glad to welcome 80 students from 22 member schools in Paris – or more specifically, our beautiful campus of Jouy-en-Josas – for an intense three-day event.

The subject of the forum, “Challenging Careers and Happiness”, came up thanks to the timing of the event. In May, many CEMS students are looking for a job or internship, if they haven't already found one. Due to the challenging environment we live in, many of us are misled by our ambitions and start letting our job determine our lifestyle. Some of us reach the point of associating living a happy life to working long hours.

To answer the question of how to associate a balanced and happy existence with an ambitious career, we invited six Corporate Partners and a professor to provide us with concrete skills such as organising our tasks, managing our projects, prioritising our actions, and understanding how to be able to rely on a team.

On Day 1 the participants were split up to spend the day either with AstraZeneca or Crédit Agricole. AstraZeneca’s seminar, “Reach your Breakthrough Zone”, provided an opportunity for students to learn a new technique, to look at problems from a different perspective and to unleash creativity in the teams to generate some genuine breakthrough ideas.

Crédit Agricole’s seminar consisted of two workshops. The first one, “Banking Career and Family Life Balance”, enabled the students to reflect on the tools a company has to provide its employees to find a positive work-life balance while having challenging international careers. The second workshop consisted of case studies in Finance and other opportunities in a bank.

The reward for this intense day came in the evening with a dinner on a river boat on the Seine. Some representatives from Henkel joined us, enabling the students to discover what drives Henkel employees and gain insight into their career paths. We were also joined by some CEMS alumni who represented the association, and members of the CEMS Head Office.

The next day, the participants were again split into groups to attend two of the four seminars that were taking place on campus. McKinsey’s objective was to discuss with the students the truth and stereotypes about the image we might have of a consultant. The seminar, “Life Balance and Time Management in a Consultancy”, consisted of three focus groups: Women in Consulting, Travelling and Life Balance, and Tips on How to Manage Time as a Junior.

McKinsey placed the emphasis on creativity as a key asset in today’s business environment. We first studied the six thinking hats technique, and then split into smaller groups and worked on a problem statement using Creative Problem Solving.

In the afternoon, Sberbank used a business case to illustrate issues in “Change Management”, asking students to work in groups in order to present solutions to the problem raised.

Google placed the emphasis on creativity as a key asset in today’s business environment. We first studied the six thinking hats technique, and then split into smaller groups and worked on a problem statement using Creative Problem Solving.

We finally had a seminar about International Career Management by Jane Aubriet (Professor at HEC Paris). The objective was to invite participants to explore the joys and challenges of working internationally whilst giving them insights so that they can become proactive in the management of their own global careers.

To conclude this 2011 edition of the Louropa Forum, a huge barbecue was organised by the lake on campus, followed by a party in a nice club in Paris. The next day was consequently more relaxed, so that students could spend time together, go sightseeing and arrange future visits.

All in all, the event was a great success, both in terms of collaboration with the CEMS Corporate Partners to offer many seminars, and in terms of social activities to network and gain new friendships. The Louropa Team had a great time organising the forum, and we were very happy to see that some students managed to get internships thanks to the contacts created during these three days.
This event, organised by the humanitarian team, gathered several objectives: raising money for the humanitarian project supported by our CEMS Club during the second semester (www.e.quinox.org), bringing professors and students of the Louvain School of Management together by making them discover their reciprocal passions and thus integrating into one event our university commitment to its motto “Excellence and Ethics in Business” and the CEMS humanitarian objectives.

This event was organised into two phases: first, students and professors were invited to share their passions through a “portrait” that constituted an exhibition in the LSM entrance hall for two weeks. For those who were really overwhelmed by the event, we offered them the possibility to perform on stage on 5th May 2011.

On that evening, we were thus able to attend the show of a breakdance group, the Pink Panther interpreted by a saxophonist, oriental dance, waltz, blues, rock ‘n roll and “Chanson française”...

PURE HAPPINESS... WE ALL WISH WE CAN RENEW THIS EXPERIENCE EVERY YEAR!

In May 2011, the CEMS Club Louvain-la-Neuve was able to launch a new event: the LSM’s Got Talent!

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The unforgettable and exciting second Pan-European Sailing Weekend on Masuria Lakes took place on 21st-24th July 2011. The event was organised by LC Poland and was attended by CEMS alumni from inside and outside of Poland as well as members of the befriended British Alumni Society. Altogether, there were 36 people attending, occupying six boats.

For the second time we visited the most popular lake district in North Eastern Europe - Masuria Lake District in north-eastern Poland, which is currently applying to become one of the new Seven Wonders of Nature. Masuria, thanks to its 2,000 lakes connected with channels, creates a unique sailing opportunity on a global scale.

The sailing adventure started on Thursday with a bus trip, boarding boats and dinner round a bonfire. Friday was the first day of sailing, crowned with an excellent dinner in a recently-renovated and impressive medieval castle located in Ryn town. The next windy day we spent on sailing to Mikołajki, another popular Masuria location, where we attended a great dancing party with shanties music. On Sunday we sailed back to the starting point from where the bus took us to Warsaw.

LC Poland collected very positive feedback on the event. This confirmed that the main aim of the event - providing CEMS alumni with an opportunity to get to know each other better and with a chance to gain professional sailing skills - was achieved. All of you who missed the Masuria Sailing Weekend this year should already book the dates for summer 2012, shortly after EURO 2012.
Henkel operates worldwide with leading brands and technologies in three business areas: Laundry & Home Care, Cosmetics & Toiletries and Adhesive Technologies. Our success is built on constant innovation and people who strive for excellence. Working at Henkel is much more than just a job. It’s a passion.

Every year, more than 1000 students make a challenging internship at Henkel in our headquarters in Düsseldorf or in one of our affiliated companies worldwide. Together with colleagues from all over the world, you will experience firsthand what it means to be working at Henkel. And thanks to the exciting combination of daily operations and project work you will gain valuable job experience. For many of our interns this is the early start of their career as a Henkelian. Curious now? We hope so!

You will find a huge range of employment and career opportunities on our website: www.henkel.com/careers

We are looking forward to your application!

- Finance Trainee in Corporate Internal Audit (m/f) (4704de)
- Assistant Brand Manager Pritt (m/f) (4887de)
- Packaging Manager Laundry (m/f) (4870de)
- Internship in Marketing for Consumer & Craftsmen Adhesives (m/f) (7674de)
- Internship International Marketing Cosmetics (m/f) (4796de)
- Internships in International Supply Chain Management (m/f) (7451de)

Henkel at Henkel

A World of Opportunities.
Your Career at Henkel.

Henkel operates worldwide with leading brands and technologies in three business areas: Laundry & Home Care, Cosmetics & Toiletries and Adhesive Technologies. Founded in 1876, the company today is a global leader in the consumer and industrial markets, with well-known brands such as Persil, Schwarzkopf and Loctite.

Henkel has about 45,000 employees worldwide, of whom 80 percent work outside of Germany. In 2010, it reported sales of more than €15 billion. The DAX 30 company is headquartered in Düsseldorf, Germany, and ranks among the Fortune Global 500.

Henkel is one of CEMS' longest-established corporate partners, having joined the alliance in 1994, and supports CEMS students from all over the world by giving them hands-on experience through seminars, workshops and business projects in many countries. Alumni employed at Henkel work with the Human Resources Department to bring the company into closer contact with high-potential students and young graduates.

What can Henkel offer to CEMS students and alumni?
Kathrin Menges: Henkel is a dynamic international company, global leader in brands and technologies. Our success is built on constant innovation and people who strive for excellence. To attract the best applicants, we offer the chance to work abroad, experience different parts of the company and take on responsibility at an early stage. I think Henkel is the ideal company for talented, performance-oriented and entrepreneurial people who are eager to develop their skills in an international company.

Why did Henkel start the partnership with CEMS?
Kathrin Menges: By providing internships to CEMS students at our offices worldwide, we can make a positive difference in the preparation of tomorrow’s leaders. With their excellent academic background, international experience gained through internships and study-abroad programs, and experience of business projects, CEMS students are extremely well prepared for a career at Henkel.

How do you judge this partnership?
Kathrin Menges: Our long-lasting partnership has been very successful. More than eighty CEMS students every year experience the Henkel spirit at first hand through our diverse internships, both at headquarters and at our many sites worldwide. Our internship program also provides a perfect chance to get to know talented and experienced leaders, and learn from a great mix of people. Many CEMS alumni have done internships before starting a successful international career at Henkel.
"From the very beginning, my job was highly international, and my intercultural and language skills acquired through CEMS helped me a lot."

**What were your first steps at Henkel?**
A three-month internship in Stockholm, in Supply Chain. One year after this, I wrote my diploma thesis at Henkel head office in Düsseldorf. In 2003, I signed my first employment contract with Henkel and was responsible for logistics cost control and projects for the detergents business. After four years, I moved to Milan, and was responsible for logistics purchasing in southern Europe.

**What are your current responsibilities?**
I work in France, and I am responsible for purchasing raw materials, packaging and contract manufacturing for the detergents, adhesives and cosmetics business. I lead a team of seven people, and together we take care of five Henkel production plants and around 40 contract manufacturers.

**How has CEMS supported you in your career?**
CEMS was the entry door to my career at Henkel. From the very beginning, my job was highly international, and my intercultural and language skills acquired through CEMS helped me a lot. The network of CEMS alumni helped me to build up my network in the company and went beyond daily working relations. Through the alumni local committees, CEMS also helped me to feel quickly at home when I moved first from Germany to Italy and later to France.

**What is the best thing about working for Henkel?**
The people you meet, the drive for excellence, the possibility of working abroad and the international exposure.

"I'm impressed by the hardworking positive and creative atmosphere I've experienced at Henkel. We truly work as a team."

**Why did you choose Henkel as an employer?**
I had very good experiences with the company during my internship in 2007. I knew I would enjoy the company culture and that I was interested in the FMCG business. Furthermore, I value the stability and opportunities Henkel offers as an established international company.

**What were your first steps at Henkel?**
I did a six-month internship in the laundry business unit where I got to join the international marketing team for hard surface cleaners. It was great fun to help develop new products and brand concepts, analyzing market trends and communicating with all the different country managers. Based on this internship, I was selected for the Henkel career track program, which allowed me to quickly find full-time employment directly after my graduation. I started with the Talent Onboarding Program - Cosmetics Marketing. Sales were after six months of sales force engagement. I continued in Sales - Key Account Management (the program gives you the possibility to start in sales or Marketing after the field sales force engagement).

**What is the best thing about working for Henkel?**
I'm impressed by the hardworking yet positive and creative atmosphere I've experienced at Henkel. We truly work as a team, and I enjoy being a part of.

Do you have any advice for CEMS students/alumni if they're to be successful in their career development?
If you know what you want, then say it. Be proactive and stand up for yourself!

"Take your career in your hands. Be open to opportunities even though they might not fit 100% into your planned path."

**What were your first steps at Henkel, and what are your current responsibilities?**
I started in October 2006 in Purchasing, as a member of the European Contract Manufacturing and Trading Goods team. From 2010 until 2011, I was a member of the Group Strategy Unit supporting Kasper Korsedt, our CEO, on issues regarding the strategic outlook for Henkel. I recently began working on Financial projects as well as our CFO.

**How has CEMS supported you in your career?**
It gave me an international mindset, and a language and cultural experience which are very helpful for my job. Also in my private life, I am often in the international network. This summer, for example, my wife and I were invited to the wedding of a New Zealand CEMS friend in London.

**What is the best thing about working for Henkel?**
In my view, it's the young and dynamic team with an international background, plus the prospect of being able to work on different markets (detergents, cosmetics, adhesives).

**Do you have any advice for CEMS students/alumni if they're to be successful in their career development?**
Take your career in your hands. Be open to opportunities even though they might not fit 100% into your planned path. There might not even be a planned path.

"I've been with Henkel for more than five years, and I'm on my fourth assignment, all of which have been outside my home country."

**What were your first steps at Henkel?**
I had my first contact with Henkel during a seminar in Vienna, which motivated me to do an internship in the international marketing department in Düsseldorf. I worked as an intern in the international marketing department, headquartered in Düsseldorf, and got a job there immediately afterwards.

**Why did you choose Henkel as an employer?**
During my internship, I was attracted by the entrepreneurial spirit and the passion everyone put into projects. The people I was working with, and the projects themselves, made me excited about continuing.

**What are your current responsibilities?**
I'm working as Regional Brand Manager in Cosmetics Retail Asia Pacific, based in Shanghai. I'm responsible for more than fifteen brands in eight countries, with the target of satisfying consumer needs. This is a great opportunity and a big challenge at the same time. There are diverse markets, with differing consumer demand and at different stages of development.

**How has CEMS supported you in your career?**
The biggest opportunity was my internship with Henkel, which then led me to start my career within the cosmetic division. I've been with Henkel for more than five years, and on my fourth assignment, all of which have been outside my home country. The best thing was the fact that no task was identical to the last. We were encouraged to explore new paths, be forward thinking, challenge the status quo every day and strive for future development.
WELCOME TO SINGAPORE
- A MAJOR INTELLECTUAL HUB AND SPRINGBOARD INTO ASIA

When you first mention Singapore, many people still primarily associate the small city-state with the chewing gum ban. However, once you set foot into the country, it becomes obvious that Singapore has far outgrown this perception. Today, the outside world sees Singapore as a vibrant and well-ordered society with a world-class infrastructure and high standard of living. The "Little Red Dot" is one of Asia’s most dynamic economies and is often celebrated for its high adaptability to the changing demands of the global marketplace.

DELIVERING THE CEMS MIM SINCE 2009

Not surprisingly, since NUS successfully launched the CEMS Master’s in International Management programme in 2009, the first university in Asia to do so, it has increasingly become a popular term abroad destination for CEMS students all over the world. Each semester, an intake of about 20 international students gets the chance to closely experience an excellent study environment in a country world-renowned for having one of the best-performing education systems in place. There is a wide range of reasons that attract students to NUS. The Business School is one of the top players among the educational institutions not just in Asia but globally as well — the 2011 Financial Times MBA ranking placed the school 23rd in the world. The business faculty prides itself with a distinguished international teaching force educated at world’s best universities. The school is located in the state-of-the-art Mochtar Riady Building, which provides an inspiring place to learn and grow. It is here that students from all over the world are groomed as future industry leaders capable of meeting the demand of the international labour market.

MANAGEMENT THOUGHT AND LEADERSHIP CONCEPTS FROM AN ASIAN PERSPECTIVE

What makes NUS a valuable CEMS partner is its focus on providing management thought and leadership concepts from an Asian perspective, enabling its students and corporate partners to leverage on the best global knowledge and deep Asian insights to drive business education and growth in Asia’s emerging markets and around the world. CEMS term abroad students are offered a broad array of courses on different topics with strong emphasis on in-class discussions, team-based projects and assignments.

For the first time this year, NUS has also successfully launched the CEMS business project in collaboration with local start-up companies where students had the chance to work closely with the management on a wide range of issues. Singapore is a cosmopolitan city with a rich cultural diversity that stretches across all aspects of the day-to-day life of its citizens. Even before coming to the ever-summer country, CEMS students are integrated in a friendly buddy programme where they are paired with local students who serve as buddies to facilitate the exchange process.

A HIGHLY ACTIVE STUDENT MASTER’S CLUB

The NUS Business School has also a highly active student club, called The Master’s Club (TMC), which serves the interests of both the MSc (Mgt) and CEMS students. TMC is well known for organising exciting activities aimed at facilitating the integration of CEMS students to the local Singaporean way of life. "During the semester, TMC keeps the students entertained by organising activities ranging from ziplining across Bedok Reservoir to night safari visit to eating Durian “the local favourite fruit”, explains Dennis Surya, Vice-President of TMC.

Singapore is very well connected with all other interesting destinations in Asia and offers first-time visitors plenty of opportunities to discover the region. In every aspect, Singapore is a perfect strategic springboard into Asia.

WRITER: IRINA LANGE
CEMS student, The University of Sydney
The virtual assignment conducted with L’Oréal during Term 2 of the 2010-11 academic year brought together more than 175 CEMS students from Stockholm School of Economics (with Laurence Romani), London School of Economics & Political Science (Hyun-Jung Lee), ESADE (Roger Bell), Ivey (Lynn Imai) and Rotterdam School of Management (Betina Szkudlarek).

Students were given the following instructions: to come up with a slogan and a visual to attract male applicants for positions in L’Oréal. The teams were composed on average of one student per school, they could use all communication means they wanted and had about 10 days to conduct their task. After submission of their slogan and visual (and a short report describing their choices) the three best posters were elected by students and representatives of L’Oréal Sweden during a two hour session that took place at the Stockholm School of Economics. The chosen posters were then presented.

These presentations were live streamed for the other team members and teachers to see and are still accessible to watch at www.livestream.com/virtualteamproject2011

The CEMS alliance provides the perfect framework for students to obtain hands-on work experience prior to entering this environment and starting their careers.

Reports, visuals and slogans were graded jointly by the four teachers and representatives of L’Oréal Benelux. Student evaluations of the project were very positive. In Stockholm, 86% of the students said that the project increased their learning on working in virtual teams and recommended to do the project again next academic year.

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ANOTHER STEP INTO THE FUTURE OF GLOBAL MANAGEMENT EDUCATION – THE STUDENT PERSPECTIVE

One of the most crucial challenges in Management Education is the combination of theory and practice, especially in the light of an increasingly complex global business environment. Due to its global nature, the CEMS alliance provides the perfect framework for students to take a hands-on approach. The CEMS alliance has not only turned into a valuable complement to the students’ CEMS experience, but further depicts a step into the future of contemporary Global Management Education and thus a competitive advantage of CEMS over other programmes dedicated to the same field.

Throughout the project, students faced a wide set of challenges. First of all, there was a time constraint, since the randomly allocated teams only had about two weeks to complete the assigned tasks. The time difference was another obstacle, given the three different time zones the students were located in. The same applies to communication. Out of the abundant numbers of communication channels available nowadays, the teams had to find their own way of communicating effectively. The cultural component puts all the above in the background, since the teams would not be successful unless they create a work atmosphere that allows each member to bring forth their ideas and to make use of their personal strengths. Hence, it is vital to adapt to each other’s cultural traits, but also to one’s very own team culture in order to assure effectiveness, efficiency, and after all high quality results.

The Virtual Team Project has proven to be a very diverse, challenging, and advantageous component of the Cross-Cultural Management course and should be considered as a role model for the entire CEMS alliance. The collaboration of Academic Members has not only turned into a valuable complement to the students’ CEMS experience, but further depicts a step into the future of contemporary Global Management Education and thus a competitive advantage of CEMS over other programmes dedicated to the same field.
Climate change, aging populations, earthquakes, tsunamis, computer crime, global recession. Take your pick.


BOCCONI, NHH, LOUVAIN AND KOÇ BLOCK SEMINARS – THE STUDENT VIEW

“The Block Seminar in Entrepreneurial Finance at Bocconi University was an excellent experience and a great kick-off of my CEMS MIM year. I really enjoyed the five-day programme of intense lectures because of great professors that were passionate about the topic. On top of that, I was surrounded by fellow CEMS students, a bunch of smart people with incredible international backgrounds. Bocconi’s organisation was efficient with corporate and social events perfectly organised during the week. The most remarkable moment was when we went on Facebook to discover that one of our Block Seminar professors has a fan page. He taught us the secrets of venture capital in such a way that I could only become one more fan.”

ROBERTO VISCOLI, ITALY

“The NHH Block Seminar surpassed my expectations of the CEMS programme. Everything from its location to the subject was unique. Not only have I learned how corporations embrace a new, exciting and crucial phenomenon that is Social Media, but did so through different perspectives of professors, professionals and other students. I met many interesting and unique people of course but that is just a standard at any CEMS event! The outdoor team-building activities at a rafting centre and eating incredible salmon are amongst my most memorable moments at the Block Seminar!”

ANNA BOMTEMPS, BELGIUM

“The way we started our Block Seminar in Louvain-la-Neuve was a real eye-opener. We suddenly found ourselves in a chocolate factory discovering the secrets of Supply Chain Management. Being part of a supply chain was fun, educational and interesting. We realised that supply chain management is an inseparable part of a company and cannot be neglected in point of customer satisfaction and cost savings. I loved visiting the L’Oréal distribution centre and Guardian (glass producer). Seeing the glass production was the most memorable moment. I was standing next to a melting flow of blazing material that suddenly became the glass we use every day. At the Block Seminar, we created a unique group that had a lot in common. Thank you Louvain School of Management for the great memories!”

RICHARD CHOTVÁ, UNIVERSITY OF ECONOMICS PRAGUE, CZECH REPUBLIC


On 5th September, 42 CEMS students met at Koç University, Istanbul to attend the Customer Relationship Management Block Seminar. During the day we had an intense seminar agenda and at night we went out to try Turkish cuisine, take a walk around the Blue Mosque or network with former Koç CEMS students. A boat tour on the Bosphorus was the most memorable event of the Block Seminar. The boat left the dock at sunset and we had a nice dinner in the middle of the Sea of Marmara. The boat ultimately became a dance floor. Everybody was dancing and the ones that hesitated to dance were making new friends and enjoying the breeze. The boat tour was a real international event filled with CEMS’ unique spirit.

ST GALLEN - TACKLING SUSTAINABILITY CHALLENGES THROUGH ENTREPRENEURIAL SPIRIT

Forty students from all around the CEMS network participated in this year’s block seminar at the University of St. Gallen. Titled “Sustainability and Corporate Strategy” the seminar proved extremely diverse with theoretical sessions, company presentations and visits to two Swiss SMEs.

Students showed great interest in companies like SwissRe, Vestas, and Trunz Water Systems innovatively tackling sustainability challenges. Many students responded enthusiastically about becoming entrepreneurs themselves. It was one of the times during the Block Seminar at the University of St. Gallen when most hands were raised. Students had been asked how many of them were thinking of starting their own business or had already started one. Almost half of the participants raised their hands. The ensuing discussion with CEMS alumni who had dared to become entrepreneurs showed: entrepreneurial solutions to sustainability challenges are real career options for many participants.

The interest in this topic was no surprise for Prof. Rafael Sardà of ESADE: “The main difference between students 10 years ago and today, is that today they want to do something themselves.” While some aimed at tackling sustainability challenges as entrepreneurs, students were also fascinated by the work and possibilities accomplished companies are offering.

CEMS Corporate Partner SwissRe impressed with its integrative view of risks. Additional valuable perspectives were provided by CEMS corporate partners Vestas and Shell. The corporate presentations were complemented by conceptual sessions on sustainability and climate change by Prof. Moritz Loock (St. Gallen), Rafael Sardà (ESADE), Stefano Pogutz (Bocconi) and Gyula Zilahy (Corvinus).

For several students, the highlights of the block seminar were easily identified – the company visits to two Swiss SMEs – Josias Gasser AG (Sustainable Construction) and Trunz Water Systems. The visits showed that entrepreneurial spirit and tackling sustainability challenges can go hand in hand and proved to be inspiring to all those aspiring to become entrepreneurs in this field themselves.

The course was generously supported by our CEMS corporate partners Vestas, Swiss Re and Shell and is one out of six similar block seminars offered by the CEMS Faculty Group on Business and Environment.
ONE VOTE TO RULE THEM ALL - STUDENTS STRIVE FOR AN AGREEMENT IN A CLIMATE CHANGE STRATEGY ROLE-PLAY

At the UN Climate Conference (COP15) in Copenhagen, a small number of countries opposed the final accord due to its weakness and inadequacy. Thus, even after years of negotiations, no final global agreement to combat climate change could be passed. In May 2011, a group of 53 students from four CEMS universities made the same very valuable experience, about what might happen, if not every eligible voter is involved in the decision-making process.

The CEMS Climate Change Strategy Role-Play “Model UNFCCC” is offered in Term 2 at several CEMS universities. Initially developed by the University of St. Gallen in cooperation with ESADE Barcelona and oikos International, it was simultaneously held at St Gallen, ESADE, University of Cologne and the Warsaw School of Economics in 2011.

In the first part of the course, the students learned about the consequences of climate change, its impact on national and international regulatory frameworks, and about emerging challenges and market opportunities for business. External speakers from industry and politics enriched the curriculum and shared their experiences from daily business and from their individual roles in the past UN climate change conferences.

In the final part of the course, students and teachers of all schools met in Barcelona to simulate the UN summit for two days. Every student represented a government delegate, an NGO or an industrial lobbyist. The students, forming small teams, were encouraged to negotiate agreements in three different working groups: mitigation, adaptation and trading.

The students started their negotiations with an exceptionally high level of motivation, so that at the end of the first day an agreement seemed well within reach. Overnight, however, a few government representatives adapted their strict positions and coalitions of “blocking states” were being formed. As the students realised that time was running out, the negotiations became more and more intense. Especially in the mitigation group, where a target to limit the global temperature was discussed, the differing positions caused heated debates.

“...Our emotions, a student stated later, ‘intermingled with strategic thinking, and all of us not only ‘played’, but also ‘lived’ that game...’

Eventually, following the concession of very ambitious goals of some industrialised countries regarding their future emission reductions, a final draft decision was submitted to the vote of all member states. Therein the several member states accepted to commit to a strict reduction of the emission of greenhouse gases, whereas to all developing countries and to certain transition countries an increase of emissions was conceded. Furthermore, all representatives determined a global temperature increase of 2°C as the absolute maximum acceptable. In addition, several countries pledged fixed shares of their GDP to a fund established in order to support countries that will face extraordinary challenges when adapting to climate change.

In the end, only two small island state representatives had strong reservations to sign an agreement that would not explicitly prevent the disappearance of their homelands in case of sea-level rise. The rejection of the draft proposal by these two countries emphasised the tragedy of the vicious circle of climate change and its politics as well as the general difficulty of achieving a fair and global binding agreement at UN level. “Having seen how difficult it is,” a student commented the vain endeavour of the government representatives in the model conference, “I now believe that the business community must be more proactive and must not merely rely on political decisions.”

The 2011 conference was generously supported by the Swiss Federal Office for the Environment and Swiss International Airlines Ltd., who sponsored the flights to Barcelona for all HSG students.

For further information about the course please visit goodenergies.iwoe.unisg.ch or contact Hans C. Curtius, hans.curtius@unisg.ch
It was a sunny late-summer day in Zurich when 48 students gathered in the Google office for the first European Google Student Ambassador Summit. Among them were five CEMS students – Jakub Butkowski (Warsaw School of Economics), Jan Gemrich (University of Economics, Prague), Jessica Schmeiss (WU Vienna University of Economics and Business), Michal Malcek (University of Economics, Prague) and Szofia Szanyi (Corvinus University of Budapest). We had all been interning at different Google offices this summer and were now chosen to become a Google Student Ambassador for one year.

As a Google Student Ambassador we will link Google and its products more closely to daily life of as a student. “With this programme we want to connect Google to campuses across Europe – how better to do this than through the students themselves”, says Robin Morgan, Head of the Google Student Ambassadors team.

The summit in Zurich officially kicked off the programme and gave us the chance to meet and mingle with other former interns from all over Europe – both from the engineering and management side. Exchanging experiences from these two worlds led to some crazy brainstorming sessions on how Google products such as Gmail, Google Docs, Translate and Google+ could make a student’s day-to-day life on campus easier. During the two-day event, we also had workshops with Google product managers on hot products like Chrome, Google+ or Android and learned more about the possibilities Google offers for universities and students.

Our job for the next two semesters will be to pass on what we have learned to our fellow CEMS students. So stay tuned – you will hear from the CEMS Google Student Ambassadors at your university soon!
SOCIETE GENERALE,
A WORLD OF OPPORTUNITIES FOR YOU

An international group, Societe Generale is a leading
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Financial services provider. In the core zone, we are
organisation around three dynamic core businesses:
- French Networks
- International Retail Banking
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These activities are supported by two complementary
businesses – on the one hand, Specialised Financial
and Insurance and on the other hand, Private Banking, Global
Investment Management & Services – which enable us to
provide a comprehensive range of services to our clients.

Professionalism, team spirit and innovation are our
corporate values. They are reflected in all our actions and
within the diversity of our 157,000 employees around the
world, representing 120 nationalities. The Group strives
to enhance the value of its human capital and provide career
guidance by encouraging the creativity and autonomy of
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training and internal mobility.

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Our graduate programmes provide you with
the knowledge of the industry, our businesses and our culture to succeed.

OUR GENERAL INSPECTION GRADUATE PROGRAMME

Our General Inspection team is responsible for conducting
advisory and auditing assignments on behalf of top
management. This six-year career track is ideally suited to
graduates who wish to acquire an extensive knowledge of
banking trades and techniques, as well as recognised
working methods and managerial skills.

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Starting with a global training seminar, followed by a
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programme enables you to benefit from ongoing
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VIE
Upon graduation, you have previous experience in the
banking industry and you are keen to rapidly gain significant
international exposure within your career while assuming
responsibilities in a team, then the VIE contract, offered in
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Combining training, networking and hands-on experience,
these internships are the opportunity to broaden your
knowledge and develop your skills. This could be your
passport for entry into the industry.

FIND ALL THESE OPPORTUNITIES AND APPLY ON CAREERS.SOCETEGENERALE.COM OR DROP IN AND MEET US AT THE CEMS CAREER FORUM IN NOVEMBER IN BUDAPEST.

General Inspection: a community that works
across borders at Societe Generale

At the heart of Societe Generale activities, General
Inspection is one of the strongest communities within our
bank. This is a young, international and gender-balanced
team of 140 inspectors coming from various cultural
backgrounds. Inspectors work with all our teams, in France
and abroad, to improve the strategy, the organisation and
the performance of the different departments. Adaptability
to all sorts of subjects and environments, analytical
skills and a great professional maturity are common
characteristics to all inspectors. This community has a
strong team spirit that binds its members throughout their
times at it.

INSPECTORS ANSWER SOME QUESTIONS FOR YOU TO STAND OUT IN THE GENERAL INSPECTION GRADUATE PROGRAMME

Jean-Michel BINEFA
Managing Director
General Inspection

What is the role of the Inspector at Societe Generale?
Inspectors work on behalf of General Management. They
carry out audit and advisory missions on all
Societe Generale Group activities, in France and abroad.
Depending on the issues identified, their analyses can relate to
various areas: development strategy, the degree of
risk management, HR organisation and management,
information systems and management of IT projects...
Each mission gives rise to a written report intended for
General Management. It presents a clear, evidence-
based and independent assessment regarding different
aspects of the activity and provides added value
recommendations to top management. The Inspectors
take part also in the group’s strategic projects such as
acquisition or internal reorganisation.

Vittoria CLEVA
Deputy Inspector, General Inspection CEMS
(Documart University & Nova University)

As a former CEMS why have you chosen the
General Inspection Programme?
I decided to apply to the General Inspection Programme
because of its peculiar characteristics: the possibility of
discerning different aspects of the banking industry and
the broad range of services provided by Societe Generale.
In addition, I was attracted by the chance of exploring
diverse environments and countries while working in
an international atmosphere with people from different
backgrounds and experiences. Finally, I highly appreciate
other features of the program: the importance given to
diversity, the young environment and the great future
career opportunities.

You have been recruited in 2011, can you provide
some useful advice to the 2012 CEMS students
who will be going through the recruitment process
of the programme?
The recruitment process is intense as well as challenging
and it definitely a great experience. During the initial phases,
your written and analytical skills are tested. Then, in the
second part of the process, it is important to demonstrate
to the recruiters your curiosity towards the world, your
attitude towards challenges, your capacity to support your
point of view with intelligent and concrete arguments,
your eagerness to learn and experience new environment
and new subjects. I advice to the future candidates to show
they possess a critical view over the world and over the
situations that they will present.

BUILDING TOGETHER
TEAM SPIRIT
SOCITE GENERALE

TO LEARN MORE, PLEASE VISIT INSPECTION.SOCETEGENERALE.COM
VIRTUAL COMMUNITIES:
WORKING & COMMUNICATING ACROSS BORDERS.
THE CORPORATE ANGLE.

FEATURE

HOW WEB 2.0 IS CHANGING THE WAY WE WORK:
AN INTERVIEW WITH MIT'S ANDREW MCAFEE

In recent years, using technology to change the way people work has often meant painful disruption, as CIOs rolled enterprise software programmes through the ranks of reluctant staffers. Today, employees are more likely to bring in new technologies on their own through their Web browser, whether it’s starting a blog, setting up a wiki to share knowledge, or collaborating on documents hosted online.

Andrew McAfee, principal research scientist at the Center for Digital Business at the MIT Sloan School of Management, has been watching this shift closely. McAfee spoke with McKinsey’s Roger Roberts, a principal in the Silicon Valley office, in Palo Alto, California.
Q. MCKINSEY ON Bt: HOW IS ENTERPRISE 2.0 CHANGING THE WAY WE WORK?

AM. I think it’s a lot closer to fitting into the way that we actually want to work. For me, it was really illuminating to understand the early history of Wikipedia. They always had the goal of creating an online, freely available encyclopaedia. But at first, they thought the way to do that was to define a very precise, seven-step workflow of people—some of whom would be writers, some who would be editors, some who would be proofreaders—and to march everyone through that seven-step process. And they attracted almost no energy with that approach. It was only when they said, “OK, let’s forget all that. Let’s just set up this weird, new thing called a Wiki, an online whiteboard where anyone can do whatever they want. And we’re going to let people self-select into the roles they want to play, the content they want to create, what the articles can be about. And we’re just going to see what happens.”

Q. MCKINSEY ON Bt: HOW DO YOU GET THIS STARTED IN AN ORGANISATION?

AM. The debate is typically between people who advocate a top-down approach and those who advocate almost a purely bottom-up approach—in other words, deploy the tools, stop worrying about what’s going to happen, and get out of the way as the management of the company and let it percolate up from down below. Or, if you hear about a grassroots effort, encourage it, support it financially, but, again, get out of the way, let the bottom-up energy happen. The other school of thought says that you need some top-down energy, or at least signalling—that this is appropriate, we want this to happen, this is in line with the goals of the organisation.

Q. MCKINSEY ON Bt: WHAT IS THE CIO’S ROLE IN ENCOURAGING ENTERPRISE 2.0, AND MANAGING THE RISK?

AM. It reminds me of the situation we were in about a dozen years ago, when over and over again CIOs would say, “The CEO just walked into my office and said, ‘What’s this Internet thing, and what’s our Internet strategy?’” These days the conversation is, “What’s this 2.0 thing, and what’s our 2.0 strategy?” So a lot of the CIOs that I work with are very clearly in the hot seat for articulating what’s going on and what they’re going to do about it as an organisation. A lot of them see their roles as essentially conservative, though. In other words, “My job is to not increase the risk profile of this organisation before everything else.” That’s a legitimate concern, it’s a legitimate job for the CIO, but all my experience so far tells me that Enterprise 2.0 doesn’t increase the risk profile of an organisation.

Q. MCKINSEY ON Bt: WHAT DOES THIS MEAN FOR MIDDLE MANAGERS?

AM. If you’re a middle manager who essentially views your job as one of gate keeping or refereeing information flows, you should be pretty frightened by these technologies, because they’re going to greatly reduce your ability to do that. They’re going to reduce your ability to filter what goes up in the organisation and what comes down in the organisation. If you’re someone who sees your job as managing people and fundamentally getting the human elements right that will lead your part of the organisation to succeed, these technologies are not at all harmful to you. If you’re fundamentally a human-centric manager, these tools are not going to put you out of a job, are not going to reduce your influence at all. If you have another view of yourself, which is that you’re someone who’s responsible for output, you’re someone who’s responsible for making good things happen in your team, then these tools should be your best friend.

Q. MCKINSEY ON Bt: HOW SHOULD COMPANIES MEASURE THE SUCCESS OF ENTERPRISE 2.0?

AM. I haven’t come across people who have done our old-fashioned technology ROIs and are happy with it. What I’ve seen instead is organisations that do a bit of thinking about: What do we want to have happen? What business need are we trying to address? What tool kit, I see them doing a little bit of thinking upfront about what problem or opportunity they’re trying to address, then deploying an appropriate technology in response to that. They then measure progress: How much uptake are we getting? What’s the traffic look like on this? Which is very different than measuring ROI, I think.

Visit mckinseyquarterly.com to watch the video of this interview.

This article was originally published in McKinsey Quarterly. www.mckinseyquarterly.com.

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“WHAT ARE THE BORDERS?! ASTRazeneca is a truly global organisation!”

We asked out graduates in the Global Operation Graduate Programme and in the Finance Graduate Programme to talk about their experiences in working and communicating cross borders; we asked them to share the challenges they face in their roles and also how virtual communities enhance the ability to work in a global context.

David Marshall – UK
Sourcing Manager, IS Procurement UK.

“AstraZeneca has a great culture of promoting cross border collaboration. There seem to be an infinite number of ways of communicating with colleagues in other countries be it through the company instant messenger software, through the in-house social networking site or through the more conventional phone and video conferences. After a year in the global graduate programme, I have met the non-UK graduates twice but it feels as though I meet them every week thanks to the communication channels mentioned above.”

PritiCh CHATTERJEE – UK
Global Operations Associate Engineering – Sydney

“There is a huge amount of knowledge and experience across AZ globally which can be drawn upon to help with local solutions. We are a global organisation and, as an engineer in production sharing knowledge across different sites in different countries can prove to be a huge benefit.”

Vikas PISIPATI – USA
Supply Chain Support Associate – Mexico

“In Latin America there are nine main markets in the region (representing more than 30 countries) that I interact with on a daily basis. I currently use Spanish and English every day, and Portuguese at least once per week. However, language is only half the challenge, as it is important to also understand the unique corporate culture of each country in order to build strong professional relationships and to accomplish tasks.”

Matt BARTON – UK
Sourcing Manager – UK

“Within procurement we look after the sourcing of many different materials, whether these be physical materials or services. We are a global team, hence wherever you may be based you could potentially be working on a sourcing project for a customer who is on the other side of the world, therefore being able to work and communicate across borders is vital for the success of a project.”

Andrew ROBERT – UK
Business Process Lead – Germany

“My main project is the standardisation and optimisation of a process which occurs between our Operational and Commercial functions in all of our markets. Attempting to standardise such a process, and influence many different cultures to produce a consistent output is hugely demanding, but gaining experience in this is constantly improving my global working skills.”

“THE ABUNDANCE OF INTERNATIONAL WORKING OPPORTUNITIES ALLOWS US TO BROADEN OUR NETWORK WHICH WE CAN THEN MAINTAIN THROUGH THE DIFFERENT CHANNELS OF COMMUNICATION.”

Bartosz KLOPOCKI – UK
Performance and Strategy Analyst – Sweden

“In AZ we are based in different countries/cities and rotate within the Finance function. That means, apart from broad experience in the field, a lot of life experience that comes from places you live in. My first year in the UK was completely different from the second year in Sweden – people’s attitude towards work, different approach to problems, targets setting etc. Definitely this has a big impact on my personal development and allows me to master my professional knowledge and skills as well as develop me as a person.”

Kwame AGYEI-OwusU – Ghana
Global Operations Associate Engineering – UK

“AstraZeneca has a great culture of promoting cross border collaboration. There seem to be an infinite number of ways of communicating with colleagues in other countries be it through the company instant messenger software, through the in-house social networking site or through the more conventional phone and video conferences. After a year in the global graduate programme, I have met the non-UK graduates twice but it feels as though I meet them every week thanks to the communication channels mentioned above.”

Kristin ZANONI – USA
Sourcing Manager USA

“Working across borders doesn’t come without challenges. There is of course a learning curve in understanding how to work sensitively and efficiently globally. You have to think ahead and be efficient to ensure you are maximising your mornings or afternoons due to time differences. It also takes longer to form trusting partnerships when not interacting face to face. However, there are amazing tools, resources and technology to overcome these challenges and successful outcomes are therefore, that much more rewarding.”

Elisa BUsA – Italy
Sourcing Manager – Sweden

“AZ is a company that values communication across borders and face to face. As part of the graduate programme we had the chance to attend a conference which was designed and orchestrated by graduates from various countries. We spent our time in Wuxi and Shanghai where we joined a week-long programme of cross-function seminars and workshops with a core focus on increasing AZ business acumen and developing global leadership skills. We participated in a rigorous and challenging series of events that increased learning about diverse business areas, encourage dialogues among GOAs and senior leaders as well as strengthen the networking aspect of the programme.”
In recent years, the notion of “virtual” engagement has become a central part of management vocabularies as developments in ICT are seen to have expanded the potential scope, duration and quality of business relationships. While technology is, of course, important - it enables interaction across time and space - its role might be better conceived of as secondary to the success of virtual communities.

Trustful relationships lie at the heart of all vibrant communities - both real and virtual - and carefully cultivate, this important social capital. The conditions must be right for people to actively engage in meaningful conversations, form attachments to the community, develop a sense of obligation and, ultimately, share their knowledge and experiences.

The success of the CEMS global alliance offers many insights into the practices that help sustain the vitality of such communities. Viewed in these terms, CEMS might be understood as composed of a number of interlocking communities that are sustained through different kinds of practices.

In the case of alumni, for example, the shared common CEMS experience is the glue that binds this community together. This common background knowledge has been carefully cultivated by the architects of the program and it is in the sharing of practices and experiences during their studies, that CEMS students develop the basis for effective communication and trustful relationships within this growing community.

It can be argued that as members of an academic community, the partner schools already share a deeper common background knowledge. The challenge here, however, is ensuring the sustainability of meaningful engagement and commitment on an ongoing basis. Much of this work is invisible and mundane. It requires significant investments of time, energy and care in the cultivation of strong working relationships.

High quality learning conversations, that deliver lasting value to all participants, are the stuff that binds this community together.

Making virtual communities virtuous can be a real challenge for practitioners. As with any community, nurturing trustful relationships that enable learning conversations lie at the heart of this challenge. Trustful relationships are created, built and sustained through our daily practices and experiences; our promises and commitments; our emotions and integrity. Appreciating this is fundamental to the building of any community.
VIRTUAL TEAM PROJECTS
AT ST. PETERSBURG UNIVERSITY GRADUATE SCHOOL OF MANAGEMENT

In the contemporary world, where more and more organisations run operations that are stretched across various geographic locations, and where advances in information and communication technology enable new ways of organising, distributed “virtual” teams become one of the most frequently employed in firms across the globe.

Virtual teams allow organisations to access the best experts they need irrespectively of their location - quickly and at low cost. However, they also create a number of challenges - both for the managers and for their members.

In order to prepare the students to cope with these challenges in their future organisational life, I have incorporated a virtual team challenge into a number of courses. Over the last three years, Virtual Team Assignments were developed and implemented in close collaboration with colleagues from other CEMS Schools, including Università Commerciale Luigi Bocconi, Rotterdam School of Management, ESADE Business School, London School of Economics and Political Science and Corvinus University of Budapest. In these virtual team projects students are assigned into teams of four to six members, dispersed across several schools and need to complete a task that requires intensive virtual collaboration. Though the tasks students have to complete is designed to make a contribution to the learning process in a specific course, the main learning outcome of the virtual project is development of students’ skills to manage virtual cooperation efficiently and effectively.

Comments of a Virtual Team Participant

Nadya Sheynina
Master in International Technology and Innovation Management Program (MItIM) student, St. Petersburg University Graduate School of Management

“I participated in two projects organised by Tatiana Andreeva and in one that was a part of my CEMS Block Seminar. In each case the task was very creative, which did not give us an opportunity to divide the task. However, we had to devote a lot of time and effort to come up with a creative result. After the first project I felt very frustrated because we did not manage to avoid conflict within our group. This experience was very important because we learnt a lot about what we should be aware of in terms of cultural prejudice, time-perception and orientation towards the creative process or result. The next project was more comfortable for me as I was already prepared. However, it was very hard to moderate the process and not to kill the creative process by shooting ideas too early but also to produce a creative result at some point. The last project was the most enjoyable for me because I did not feel constrained by virtuality and the process was very relaxed, which left some space for creativity. The good thing about such projects is that you have a cross-cultural and cross-functional team which can avoid being functionally fixed and contribute different approaches and points of view. Besides, each member can attract his or her friends for discussing the project and this creates an effect of crowd sourcing for more innovative ideas. Another good thing is that virtual teams is the today’s business reality. You come to the company and find out that some functions have to be implemented in distributed teams because every division has to follow one vision. The technologies used by the companies are usually based on Enterprise 2.0 solutions (in teams, however, we used Skype, Facebook and Google docs because we did not have any virtual space that everybody was allowed to access). It is very comfortable when you don’t have to travel, but can discuss everything via video conference. AND it is environmentally friendly because this way companies decrease their carbon footprint.”
The use of social media has exploded during the past years. From being hailed as the favourite communication channel of many people and corporations, more and more voices have been raised, warning against the use – and particularly the potential abuse – of social media. According to Wikipedia, the term "social media refers to the use of web-based and mobile technologies to turn communication into interactive dialogue".

After the horrible massacre of 70 young people on a political summer camp earlier this year, police found several messages from the assassin Anders Breivik posted on blogs and on other social media used by radical right-wingers. This reopened the discussion on whether such blogs should be subject to regular police surveillance in order to prevent such atrocious events in the future. However, nothing has been decided yet, and in the meantime, social media is open as usual even for people with strange points of view. Some people even advocate that so it should be – that freedom of speech also stretches out to social media. Many newspaper blogs have certain barriers to what they publish. However, many blogs are completely open to anonymous statements. One improvement would be to request that all expressions are made under full name, as this would most likely dampen the worst contents.

Lately, psychiatric institutions have noticed a new group of patients: young people, often in high-school, sometimes as young as 15. These patients have been bullied by friends and school mates in social media, e.g. Facebook, Twitter and others. Often, the bullying has consisted of use of embarrassing photos of a person, sometimes with serious accusations of unacceptable behaviour. Many young people suffer a breakdown and depressions when they become aware of the bullying, and have to seek professional help from qualified personnel.

The CEMS community is taking the challenges of social media seriously. The students have already expressed their preference for more courses and seminars in CSR, and social media could play an important and significant role here. Furthermore, several ethics courses have already included issues related to social media.

As part of NHH’s 75th anniversary celebration, this year’s Block Seminar focused on the use and abuse of social media. Our corporate partners STATOIL and our former CP Telenor and Accenture took part, and told the students how they practice the use of social media, as well as about their internal rules for use by the employees. Although this Block-seminar primarily was focusing on the issue from the point of view of businesses, the discussions also included the question on how misuse of social media can be prevented.

We feel that this issue should be followed up both by students as well as by faculty in our CEMS family, as the problems are becoming more and more visible each day.
THE CEMS CLUB COPENHAGEN - A VIRTUAL COMMUNITY WITH A VIRTUAL OFFICE

It is a Friday evening in Copenhagen, when Cilla Eklund, president of the CEMS Club Copenhagen (CCC), turns on her iPhone to check Podio to find one of the many tasks for her to complete. She opens the task to find that most of her team members have already contributed to the thread of answers. Before she even gets a chance to think, Max Jäger, Head of Marketing and Communications, is already contacting her on Skype from Rotterdam.
After an exchange on the latest happenings in the CCC and a discussion of the ‘to-do’s for the next week, Cilla answers Max’s question on Podio, “How do you feel about the way we work together in our virtual community?” Cilla replies with “This is something different than I have ever tried before. Working together in a group of highly ambitious and dedicated volunteers who are all trying to achieve a common goal while being in different countries and continents is not an easy task. I think that we have managed to come up with a good solution through our own virtual office!” As she reflects on the new dynamics within the CCC she sends off the message with a smile on her face, because what has happened in the past few months really has been an interestingly new terrain for most of the team.

After the new CCC elections in April 2007, the new group quickly concluded that they had to work in a different way from the previous CEMS Clubs. To begin with it was decided that the majority of the board functions should be given to two representatives, one for each semester. This way one person is always present at CBS. “...we need to make sure that the people who were not currently at CBS also had to be involved in the operations of the CCC. Both of our Marketing and Communications representatives are doing the tri-national track and are only present in Copenhagen for a very limited amount of time. We had to make sure that they and the others currently abroad would be involved and up-to-date with what is going on here in Copenhagen,” says Cilla.

At the beginning of the term in May 2011, the team had used a mix of e-mail and Facebook to communicate, maintaining face-to-face meetings. “This worked out well, but even while we were all still in Copenhagen and could simply meet up, it started to get really messy with countless e-mails and endlessly long Facebook-threads coming in each day. We had to find a solution,” explains Max. The CCC got in touch with Christian Blomberg at Podio, who offered to sponsor the CCC with a free license of their online working platform. Podio is now the centerpiece of the CCC’s virtual office and is supplemented by communication through the use of e-mails, a Facebook group, and weekly Skype conference call amongst the team members.

Until now, the virtual collaboration feedback has been positive amongst the CCC members. One of the biggest challenges that the team has faced is the misunderstanding due to a lack of face-to-face interaction and the cultural differences prevalent in the team of seven different nationalities. “One of the issues that I have realised with virtual communication is that it is difficult to infer the hidden messages that are often implied in face-to-face or even phone communication,” says Elisabeth L-de-Saint-Aubain Ingwersen, Head of Alumni Relations. Giulia Agostini, Head of Marketing and Communications, continues: “Sometimes I feel as if we do not manage to really talk properly and that is when misunderstandings occur. This is especially the case when you think about that we are all from different cultures.”

Therefore, the CCC decided to increase the amount of oral interaction amongst the team members: “we decided to have more regular Skype meetings and conference calls. These do help, but in some cases it is just that one e-mail may follow another too quickly and the Skype call that comes in too late might cause misunderstandings,” states Elisabeth. In order to overcome this Giulia feels that “it would have been good to have more real group meetings and team building activities before we left for our term abroad. That way, members get to know each other and their cultural differences better.”

Mihaela PISAU, Student Board Representative for Copenhagen Business School, concludes that:

“AT THE END OF THE DAY WE ALWAYS MANAGE TO FIND A SOLUTION TO A MISUNDERSTANDING. IT IS JUST THAT IT IS SO MUCH MORE TIME-CONSUMING THAN REAL-LIFE INTERACTION, AND THAT IS WHAT CAN MAKE VIRTUAL COMMUNICATION FRUSTRATING AT TIMES.”

Elin Larsson, Head of External Relations sees that things are moving forward. However she believes that “the biggest problem with working in a virtual community is getting people to work together and to know what everyone else is doing. Podio is great and has helped us so much in organising ourselves and structuring our working together.” Elisabeth adds, “Podio allows the entire team to follow all streams of communication between within the committees”. In addition to being able to properly structure their collaboration, the team is continuously connected to one another: “we can check for updates anytime, anywhere. As long as you have an Internet connection you can be connected to Podio and to the CCC,” claims Mihaela.

It is now a Sunday morning when Cilla opens up Podio again to see that the list of contributions to the thread has gotten long. In reading them, Cilla realises that there have been a lot of challenges to overcome but that she has also learnt a lot in these past months. Cilla scrolls to the bottom of the thread and types: “Thank you everybody, we really are a great virtual team!”
HOUSING AROUND THE WORLD

CEMS Magazine profiles “Housing Anywhere”, the online brainchild of CEMS student Niels van Deuren.

Two years ago a CEMS student of the RSM/NOVA class started an online housing platform: www.housinganywhere.com.

Back then, Niels van Deuren’s idea was: “If you have outgoing term abroad students who are leaving a room behind in a city, and if you have incoming term abroad students who are looking for a room in that city, it should be fairly easy to match these students and to make housing a lot easier for everyone.” Simple as that. The platform was launched at RSM in 2009, and with the help of other CEMS students the platform expanded to a few more schools.

Half a year ago the HousingAnywhere Team collaborated with Information System Manager Pascal Vuylsteke (CEMS Head Office) to launch this platform for all CEMS students as well.

You can see the results on the CEMS webpage: www.cems.org/events-services/services/housing

We hope that all CEMS students from now on rent out their room to other CEMS students using this platform. This would save a lot of time and irritation for students looking for an apartment abroad!

We also hope that this initiative gives inspiration to other CEMS students to create something for the CEMS community as well!

SOCIAL NETWORKS – THE BENEFITS TO BE GAINED AND THE PITFALLS TO AVOID

Esther Adler, CEMS 1997 (HEC-ESADE) and Partnerships Director at the professional social network, charts her career and explains the current recommended usage and potential gains to be had from social networks.

Q. HOW DID YOU ARRIVE AT YOUR CURRENT POSITION?

EA. I started my career as a management consultant for Cap Gemini Consulting specialised in Internet Service Providers. After three years, on my last mission, my client, Orange Internet Netherlands, asked me to stay as Product Manager for B2B services, which I readily accepted. I went on building my expertise in digital content for the next 11 years.

After four years in Amsterdam, I came back to Paris to join the Orange Internet Group procurement team, in charge of the content sourcing strategy for France, the UK, Spain, and the Netherlands. The Group’s Communication Director asked me to take the Head of Entertainment Partnerships and Press Relations, and manage the two teams. The Group’s Marketing Strategy Director needed someone with content expertise to lead the strategy and projects related to entertainment, and asked me to join the team. Seeking to complement my web experience with a mobile experience, I joined the Orange Group Strategic Marketing team in charge of mobile television, to be responsible for mobile TV strategy, partnerships/lobbying and product development.

After four years at this position, I met Dan Serfaty and his team at Viadeo. It was a professional love-at-first-sight, and I joined the company. I am passionate about social networks, innovation and international projects, speaking eight languages, and having lived in four countries.
Q. WHAT CAN A SOCIAL NETWORK LIKE VIADEO BRING TO INDIVIDUALS AND TO SOCIETY?

EA. Viadeo helps you build and control your e-reputation, so that it is as truthful and attractive as possible. With Viadeo, you communicate on the narrative by which you want to be spotted, seen and known.

Viadeo democratises networking. Professional networking has always existed. At certain times and in certain countries, your personal contacts, your family was/is the only way to obtain any business deal, position, candidates… With Viadeo anyone can access professional networking and benefit from it in its professional life.

Q. WHAT CAN THE RISKS OR DANGERS OF SOCIAL NETWORKS IN GENERAL AND PROFESSIONAL NETWORKS LIKE VIADEO IN PARTICULAR?

EA. If I had to list them, I’d say loss of control of your e-reputation if contacts post items that can potentially harm your reputation. Also online identity theft, with someone creating a profile with your contact details and communicating potentially harmful elements. Not enough online publications can drive suspicions that you haven’t really been active.

Q. WHAT ADVICE COULD YOU GIVE US TO USE RESPONSIBLY AND EFFICIENTLY SOCIAL NETWORKS IN GENERAL, AND VIADEO IN PARTICULAR?

EA. Do not hesitate to contact people directly; you can do it with a premium membership. You can ask questions, about sharing experience, request help. If you do it politely, without insisting, you will meet very interesting people. Also, create as many connections between people as you can. Contacts are of great value and they will reward you later.

The list goes on, but to summarise, provide accurate and professional information, in a legitimate manner.
“ONCE YOU TRAVEL THE HOME-EXCHANGE WAY, YOU GET HOOKED.”

CEMS Magazine spoke with Juanjo Rodríguez, CEMS 1998 (ESADE-University of Cologne) and founder of Knok, a home exchange web service.

Q. COULD YOU BRIEFLY EXPLAIN WHAT KNOK AND HOME EXCHANGE ARE ABOUT?
JR. Home exchange is a way of travel where people from around the world stay at each other’s homes (simultaneously or not). The advantages are straightforward: free accommodation, more space and comfort than a hotel, and the opportunity to live the place as a local, not a tourist.

Knok is an online community that allows people to find the ideal home exchange partner for their next domestic or international vacation.

Q. WHAT SPARKED YOUR INTEREST IN THIS FORM OF TRAVEL?
JR. My wife and I love travelling and have done quite a few trips around the world during the past 10 years. We heard from a friend about home exchange and thought that it could be a very interesting way to travel (especially now that we have a kid), so we looked for a partner and gave it a try!

The first home exchange (a couple of weeks in New York) definitely helped us discover the city from another perspective, and since then, we are hooked! We have already exchanged with San Francisco, Paris, Bordeaux, Bretagne, Tuscany, Istanbul, Berlin, etc...

Q. CAN YOU EXPLAIN HOW KNOK WORKS TO ALL THOSE WHO MIGHT WANT TO JOIN? WHAT ARE THE MAIN ADVANTAGES FOR CEMS ALUMNI?
JR. You just have to sign up at www.knok.com and begin looking for your ideal partner. There’s a one-month free trial, and then a low annual subscription of €119 (about the price of a single hotel night allows you to travel one year for free!)

And the offer for CEMS alumni is even better: you can join now for free at a special group we created, cems.knok.com. You will enjoy all the regular options within Knok, and you will also have the possibility of searching for other CEMS alumni. We think people will feel very comfortable exchanging with fellow CEMS members.

Q. WHAT ARE YOUR MAIN OBJECTIVES NOW?
JR. We want to become the main hub for home exchange around the world. We are building the best technology infrastructure and, together with passionate, personalised customer service, we want to lead a massive change in the way people travel. The trend towards sharing over owning is strong and clear, and we can help popularise home exchange.

Q. COULD YOU SUMMARISE THE MAIN ADVANTAGES OF THIS WAY OF TRAVEL, FOR THOSE WHO ARE STILL UNDECIDED ABOUT IT?
JR. Saving money is what first comes to mind, but it’s actually the other advantages that make people fall in love with home-exchanging: you have much more space than a hotel room, which is great for families or large parties; it’s great for long vacations (a hotel is fine for a few days, but for a week or more, you want a living room and a kitchen); and you discover new places as a local, not as a tourist, gaining more understanding of local culture, tips, etc. Everyone I know that has tried it is now hooked!
Work every day with lots of BRANDS YOU KNOW.

At P&G, no matter who you work with, you'll notice many similarities and common bonds. Whether you're working in finance or R&D, you'll find we all share a passion for what we do, who we do it with and for all the brands we help develop and support.

We guarantee you real responsibility from day one, so you'll immediately play your part in creating best-value products that meet the ever-changing needs of our consumers and have a direct impact on a global, $60 billion business.

With nearly 300 of the world's most trusted brands to our name and exciting projects across every area of our business, you'll be sure P&G will give you the scope you need to make a name for yourself.

Have a look at our new career website:
www.PGcareers.com
and visit us on:
www.facebook.com/pgcareers

Bring out the CEMS in you, in P&G!
P&G was one of the corporate founders of CEMS, back in 1988. Since then, we are proactively supporting the program.

Each year, we provide dozens of skill seminars, and number of business projects but that's not all. Currently, more than 100 CEMS alumni are employed with P&G across 17 countries in the world! It is because we value the experience that you gain during the Master and the skills you develop are the key skills that are necessary for a successful career in the FMCG industry. And ultimately - there's a fit between what it takes to be successful at CEMS and at P&G.

We have a strong Alumni network in P&G so that the CEMS spirit can continue to live at work as well. We have a buddy program that allows you to start with the company through connecting to experienced P&G managers, who are CEMS alumni as well.

Start with P&G and be connected with CEMS!

Eva Dietrich
Category Financial Analyst Febreeze Western Europe
CEMS 2010
25 years old

What do you like best about working at P&G? In my role, and arguably in most jobs within P&G, you face new challenges every day. Get a lot of responsibility from day one and see the impact of your projects and decisions on the business. You have exposure to and interaction with senior management on a regular basis as well. I value these aspects, but probably the thing I like best about P&G are the vast learning opportunities that such a big and international company can offer you - on your specific business/category as well as on business in general, effective and efficient communication and consumer insights - even in finance.

Where did you start your career? I started my career in the P&G EMEA Headquarters in Geneva, Switzerland, doing a 3 month internship in Competitive Intelligence (Finance) for Homecare Business Western Europe. In brands like Fairy, Mr. Proper, Swiffer and Febreeze. After the internship, I received an offer and started to work full time as the Category Financial Analyst for Febreeze Western Europe, located again in Geneva.

How do you manage the balance between work and personal life? You need to learn to set the right priorities and to have an 80/20 approach in your work. This was one of the biggest challenges for me joining the company straight from university, where you pay a lot of attention to details and have tasks lined up in a row. Working in the fast-moving consumer goods industry, this is not always possible and you have to learn to manage your time accordingly.

What was your biggest learning at work so far? Communicating difficult decisions to the teams that have to implement and work with them. Communication is the key enabler for any idea and you will realize soon that the best analysis will not drive action if you cannot win people for it.

What’s (was) your most exciting project? Febreeze is a relatively young business in a dynamic industry, and we currently expanded our footprint by buying the Arm/P&G Aircare business from one of our competitors. The challenges that you face are very different to established products in mature markets, and you get to do a big amount of “foundation” work and will see ideas realized in the market timely. One of my biggest initiative launches was the launch of Cut & Refresh in UK, France and Germany at the same time. It is also rewarding to see your product finally on shelf.
THINK TANK

TEACHING SOCIAL ENTREPRENEURSHIP AND SUSTAINABILITY – RESOURCES FOR FACULTY

Social entrepreneurship and sustainability education have grown rapidly within CEMS Schools. However, excellent teaching materials for educators are still rare. “Case Studies in Social Entrepreneurship and Sustainability – The oikos Collection” fills this void by providing 15 double-blind reviewed teaching cases for that purpose.

Edited by Jost Hamschmidt, a CEMS lecturer from the University of St. Gallen and Michael Pirson (Fordham University, New York), the book features multinationals such as CEMS Corporate Partner Procter & Gamble, high-growth ventures such as the mobility provider BetterPlace and micro-franchise business VisionSpring, as well as a number of growing mission-driven businesses. The cases strongly contribute to a better understanding of social entrepreneurial organisations by providing a solid foundation of the value creation logics of social businesses. Furthermore, the editors provide access to teaching notes for each case study. A valuable service chapter on crafting case studies and teaching notes complements the volume.

The volume is especially valuable for teachers, case-writers, and students. Teachers will find a rich variety of cases located in developing and industrialised countries. Case writers will find excellent information on how to write cases and teaching notes. And, not least of all, students will find inspiring and rich cases for developing their own skill sets.

Case-based learning can help to develop these skills by using real-life examples, yet in the safety of the classroom.

JOST HAMSCHMIDT
MICHAEL PIRSON (EDITORS):
Case Studies in Social Entrepreneurship and Sustainability

ADDITIONAL RESOURCES:
oikos case quarterly
– a quarterly periodical featuring selected teaching cases and case writers.
www.oikos-international.org/academic/oikos-case-teaching-initiative/oikos-case-quarterly.html

oikos case collection
– Download inspection copies of winning cases and get access to full case descriptions and case purchase information.
www.oikos-international.org/academic/case-collection/

On 31st October the CEMS book “Business schools and their contribution to society” was published by SAGE, the result of two years of intensive writing and editing piloted by Professors Mette Morsing and Alfons Saauget (Copenhagen Business School and ESADE Business School respectively).

The book is a collective work featuring contributions from the Deans and Rectors of over a dozen CEMS member schools, providing a multitude of perspectives on one of the major questions being raised in the business education community at present.

The publication considers the role of business schools in contemporary global society from three principle angles: how business school legitimacy is challenged by the economic crisis and corporate scandals, how business schools contribute to shaping and transforming ethical business conduct, and how young business schools develop new responsible business school identities in response to globalisation.

The project was born back in December 2009 during the Board meeting at the Cologne-hosted CEMS Annual Events. The then Chairman of CEMS Bernard Ramanantsoa (Dean of HEC Paris) felt that the CEMS alliance had very legitimate reasons to raise the issue of the societal responsibility of business schools, especially given the global scale on which the Deans and Rectors of member schools could tackle the issue and the influence they have over leading business education institutions.

The book will be extensively promoted over the coming months at a number of high-profile academic conferences and will also be distributed to all attendees of the CEMS General Assembly in Lisbon on Friday 9th December. It will also be commercially available and the subject of a series of customised PR operations across CEMS member schools and countries.

More information is available on the online catalogue of the publishing company’s website at www.sagepub.com. You can display the book overview by searching with the name of the co-editors, “Mette Morsing” or “Alfons Saauget”.

CEMS ASKS THE QUESTION: WHAT CONTRIBUTION ARE BUSINESS SCHOOLS MAKING TO SOCIETY?

Wrighter: Kevin Tysman, Communications Manager, CEMS Head Office

PROFESSORS METTE MORSING AND ALFONS SAAUGET (EDITORS):
Business schools and their contribution to society
Published by SAGE
At St. Petersburg University Graduate School of Management the understanding that higher education is a global community based on a mission of educate and research, forced us to adopt a Web 2.0 based teaching and learning platform that puts GSOM courses, communities and the entire campus online. Web 2.0 increases the emphasis on user generated content, data and content sharing and collaborative effort, together with the use of various kinds of social software, new ways of interacting with web-based and mobile applications, and the use of Web and mobile devices as a platform for generating, repurposing and consuming content.

Since 2008, GSOM has been adopting Blackboard Learning Management System (BLMS) and collaborative social services to support educational and research process. The BLMS at GSOM provides new innovative technologies in e-learning collaboration and virtual communities management for teaching, learning and research. Today GSOM BLMS is a real e-Learning 2.0 platform that provides Web 2.0 applications like blogs, Wikis, media-services, presentation sharing, and social networking connections. The GSOM BLMS has moved from being merely a media reading system, to one suitable for reading, writing and content sharing. BLMS social services allow instructors and learners to interact with each other and engage in structured social and informal learning. Instructors comment on the ease of uploading, updating and distributing custom learning content in a wide variety of formats, including documents, audio and video.

The speed of implementation is another advantage. We plan to achieve BLMS support of the diverse portfolio of business education programmes including Bachelor, Pre-Experience Master, Executive MBA and Doctoral programmes. In 2010, the BLMS GSOM became the winner in the category of “Educational Project” – project of the “Blackboard” programme – in All-Russian competition of the most successful projects and developments in the field of e-learning industry in Russia E-learning Industry Trends (EIT).

“I FELT GOOD TO KNOW THAT WE WERE WORKING ON SOMETHING IMPORTANT.”

Guy DELLA FAILLE, intern in Deutsche Bank’s Regional Management division

DEUTSCHE BANK AND THE UNIVERSITY OF ST. GALLEN TEAM UP FOR CEMS BUSINESS PROJECT

“I felt good to know that we were working on something important.”

Guy DELLA FAILLE, intern in Deutsche Bank’s Regional Management division

After I graduated, I wanted to do my Master’s with a major in Finance at the Louvain School of Management of the University of Louvain-la-Neuve, which is among the best institutes of higher education in Belgium, according to the Financial Times. I applied for the CEMS programme and, following a tough selection procedure, was accepted. When I was asked where I wanted to do my semester abroad, I quickly decided on St. Gallen.

As part of the programme, students applied for a business project which is integrated into the semester. My first priority was clearly the project of Deutsche Bank’s Regional Management division. The Deutsche Bank team provided the most precise description of their project “Development and establishment of a global regional banking analysis”.

As a four-man team made up of myself and students from Singapore, Liechtenstein and Luxembourg, we observed the macroeconomic situation of selected European countries and attempted to make forecasts for the future while analysing the situation of the competitors in these markets. In every respect, this was a very international project, from its members through to its goals, its scope and its contacts. The results of our project are spread over 300 pages that we cut down to 40 pages in an executive summary but right from the outset, our team felt that they were working on something very important.

Now that the project has come to an end, I am working as an intern in the Regional Management division, a lean, senior team of regional and country managers tasked to deliver an independent and complementary local management function to the Business and Infrastructure Functions in 73 countries. I chose Regional Management because, thanks to the project, I enjoyed some great experiences with the division. I met lots of nice and interesting people who were very professional and always willing to help me.”
ALUMNI PROFILE UPDATE CAMPAIGN: 1735 THANK YOU’S FOR €1735 TO CARE INTERNATIONAL

Thanks to all alumni who updated their profile on cems.org over the four months of the campaign, the CAA has not only refreshed a third of its database with reliable information to strengthen the CEMS Alumni network but will also donate €1735 (€1 for each update) to CARE International, one of the four current CEMS Social Partners.

CARE will allocate this amount to primary education programmes in the Horn of Africa, struck by terrible drought and food crisis.

Typically, in an emergency, donors’ focus is on the provision of life-saving interventions such as water, food and shelter. Education tends to fall under the radar. “Going to school should not be a luxury, especially for the children in Dadaab. On the contrary, this is a powerful way to make their lives safer,” emphasizes Stephen Gwynne-Vaughan, Country Director for CARE International in Kenya.

“If children are left idle in the camps, they are most vulnerable to abuse, drugs and other threats. When attending classes, children do not only learn how to read and write, but also build up their self-confidence by learning about their rights, good hygiene practices and other matters related to life in the camps.”

THE RESULT RECEIVED THE FOLLOWING GLOWING RESPONSE FROM VINCENT CRÉHALET, DIRECTEUR MARKETING, CARE FRANCE:

“We would like to thank a lot the CEMS Alumni Association for their fundraising operation which has permitted to raise more than €1700 for our emergency response the horn of Africa, where we provide primary education and water, distribute food and offer psychological support and counselling, particularly to women and girls. This gift is very important for the people in horn of Africa, I would like to thank you very much on their behalf.”

When I began searching for CEMS internships, I went about it like most CEMS students. It was through fate and an inner calling that I eventually chose an internship with an unconventional bank in an unexpected place. This was the perfect finale for my CEMS experience: from Europe to a developing country.

For once in my life, I had to see what poverty really meant. The idea to join Grameen Bank’s internship programme started when Professor Muhammad Yunus was invited as guest-of-honour for the CEMS Annual Events in 2010. I worked with Grameen Kaylan to improve the Youth Entrepreneur Loan – their solution for graduate unemployment. While it is a harsh reality to see graduates recognise the near impossibility of getting a job without bribery and inevitably resign to self-employment, I believed that more could be done to enhance the notion of entrepreneurship. It was heartening to see how appreciative and encouraged this group of budding entrepreneurs were when I contributed my knowledge and personal experience from my own family business and helped tweak their business ideas to serve social needs.

If my CEMS experience ever taught me anything is that “the world is my home”. Living and working in a culture so unlike anything I have experienced has allowed me to fully understand the importance of cross cultural management. Speaking Bengali might have been helpful, yet speaking the language of the heart – patience, sincerity and humility – was more important as it enabled me to look beyond the ruggedness and appreciate the beauty of Bangladesh and its people.


A WORD FROM THE STUDENT BOARD

The year end is quickly approaching and from our side many things have happened since our last update. The last week of September we held our second meeting of the year, during which results of our projects were presented, relevant topics discussed and new projects brainstormed. With this we wish to give the readers of the CEMS Magazine a brief overview of what is going on in the Student Board per year end 2011.

Firstly, we are pleased to share that the four work groups of the Student Board (MIM Affairs, Student Relations, CEMS Club Support and CEMS Social Responsibility) have a new addition, namely the Globalisation Team. By adding one more team to the structure of the Student Board we believe we’re able to cover the many aspects of the Alliance more broadly, thus being able to represent student voices in an improved and more balanced way. The five-teams structure of the Student Board allows us to actively and continuously work on projects in all fields. Another round of CEMS-branded merchandising sale has been launched. We aim at providing wished-for and high-quality products so as to enhance the CEMS community feeling. Moreover, as a tribute to the social responsibility side of the CEMS community, we will work on collecting CSR-related experiences from students at all existing CEMS schools and new Academic Members should be properly raised, and everybody’s input on matters concerning Globalisation will be equally important to us in the execution of our projects.

The Student Board’s well-established relationship with the CEMS Alumni Association continues to flourish. Both held their September meetings in Milan, and the time overlap allowed for a joint session to take place, in which different aspects of the Student-Alumni relationship were discussed and actions brainstormed. We continue to strongly believe that students and alumni share synergies which should be exploited to a greater advantage and help meet the challenges said expansion poses, globalisation will be equally important to us in the execution of our projects.

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On the academic side, the Student Board continues to investigate student preferences with respect to courses and other components of the MIM curriculum and the CEMS academic experience. Close cooperation with the relevant stakeholders remains a crucial key success factor in this matter, but this isn’t the case for MIM Affairs only. In conjunction with the CEMS Career Forum, hosted at Corvinus University of Budapest, the Student Board will host the fourth edition of the CEMS Club Conference, where CEMS Clubs, Corporate Partners, alumni, Head Office and other stakeholders gather to share best practices so as to continue to improve the local CEMS experience for students.

The addition of the Globalisation Team to the Student Board creates a number of opportunities for interesting projects. The continuing expansion of the Alliance provides many opportunities and advantages, and in order to make the most out of these advantages and help meet the challenges said expansion poses, our Globalisation Team will carry out relevant projects to represent the student opinion on the matter. The voice of students at both existing CEMS schools and new Academic Members should be properly raised, and everybody’s input on matters concerning Globalisation will be equally important to us in the execution of our projects.

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The CEMS Student Board will replace its Executive Team with a new President and Vice President/Treasurer at the Annual Events in Lisbon in December. With this, we conclude this update and wish all readers a happy continuation of the year.

Sincerely,

Marco Proto
President, CEMS Student Board

Fredrik Ahlberg
Vice President, CEMS Student Board

GETTING CORPORATE PARTNERSHIP RIGHT – CEMS STUDENTS PROVIDE VITAL INPUT

What makes corporate partnership valuable and attractive in the eyes of the students? During a workshop at Beiersdorf’s Milan offices CEMS worked on all aspects of Corporate Partnership, shared best practices and provided valuable insights into the students’ wishes and needs.

Looking at the results it became clear that strong social networks were driving word-of-mouth and awareness about companies among CEMS students. “Of course, we ask each other what the skills seminars of company x or y was like” said one of the participants, “especially since we all have contact to a lot of other students at other schools through our term abroad”. And word travels fast in times of Facebook and LinkedIn – as social media was another point mentioned on the students’ list of awareness drivers.

In terms of skills seminars, common success factors for making them attractive were a hands-on, practical approach, a creative and out-of-the-box seminar style, room for informality and no ‘over-promotion of the company’. Students mentioned they wanted to learn something that improved their abilities and didn’t want to be subjected to a mere company presentation. Best practices in skills seminars always focused on the core competence of the respective companies. “It’s great if we can do training the company also does internally” said one of the Student Board members.

When it came to recruiting, students complained about a lack of awareness of CEMS, even within Corporate Partners in some cases. As recruitment is often handled by departments without CEMS contact, irritation can arise on both sides during the application process.

Overall, the student feedback provided precious input for creating partnerships with mutual benefits for both companies and students.
FROM CEMS TO SIEMENS – INTERVIEW WITH NATALIE DJODAT

Natalie Djodat, CEMS 2010 (Nova-LSE), joined Siemens Management Consulting as a consultant in October 2010. She spoke with CEMS magazine about her early career path and the benefits derived from her CEMS year.

Q. HOW DID YOU ARRIVE ON THE CEMS PROGRAMME AND THEN SIEMENS MANAGEMENT CONSULTING?
ND. I did my Bachelor in International Management in Munich and Bordeaux, during my Master’s in Finance I was selected for the MIM programme which I spent in Lisbon and London. I joined SMC in October 2010.

Q. HOW DID YOU DISCOVER WHAT YOU WANTED TO DO AFTER THE MIM PROGRAMME?
ND. During my studies I very much enjoyed intercultural environments. Strategy courses and practical experiences in industry and consulting made me aware that understanding business problems, finding solutions and implementing those is what I enjoy and want to do for a living. After six months of consulting I can say for now, this was definitely the right decision.

Q. WHAT IS IT THAT ATTRACTION YOU TO SMC?
ND. I chose SMC out of the many consultancies among CEMS partners since it gives you the opportunity to work on different projects and build up a network in a broad range of industries but still work for one company as an in-house consultant.

Q. WHAT IS DIFFERENT FROM INTERNSHIPS OR PREVIOUS WORK EXPERIENCES AND WHAT DO YOU LIKE ABOUT WORKING AT SMC?
ND. One thing is definitely the working atmosphere. My colleagues come from many different countries, different backgrounds, yet they all live the SMC culture, they have a global mindset, they want to create impact for the client. Work-life balance is valued a lot and the working environment is very open-minded and supportive among all consultants, project managers and partners.

Q. HOW DO YOU SEE THE CEMS MIM PROGRAMME HAVING HELPED YOU IN YOUR CAREER?
ND. The MIM programme perfectly equipped me with the global mindset, business understanding, and strategic and analytical thinking that I need in my job today. The network of friends and contacts I built during my CEMS year was further enhanced. It was at the CEMS Career Forum that I met SMC for the first time. This is why I am here now.
CEMS PEOPLE ARE DOING BUSINESS – PART 3

CEMS Magazine is proud to introduce two alumni who launched their own businesses promoting the art-de-vivre of their home country and letting the world enjoy the best of where they are from: Amandine Dubessay, CEMS 1997 (HEC-ESADE), founder of Rue Amandine, and Guido Molinari, CEMS 2009 (HEC-LSE), founder and CEO of ICE.

Q. WHAT MADE YOU CHOOSE CEMS?
AD. Who would decline studying in another country? On the same benches as tons of nationalities, having the best teachers, in the most prestigious schools and come back speaking fluently at least three languages with a highly-respected diploma? Who would decline living in Barcelona in the spring time… which is probably the most pleasant season there? I certainly wouldn’t have missed that great opportunity: me who has always been attracted to other cultures and who knew that I would seek that melting pot all my life!

GM. I had always wanted to do the CEMS programme. CEMS has a unique multinational exposure with the chance to know people from so many different places and with so many diverse backgrounds.

Q. HOW DID YOU MAKE YOUR CAREER MOVE? DID YOU HAVE AN ENTREPRENEURIAL INTENTION WHEN YOU STARTED YOUR CEMS YEAR?
AD. When I finished CEMS, all I knew was that I wanted to be in close contact with other countries, cultures, and speak foreign languages. That is something I put into practice with the first part of my career in advertising, but that I have fully experienced only since the creation of my company Rue Amandine.

GM. I grew up in a family of entrepreneurs, running a business is an activity that has always been naturally there. During a review at my internship at Merrill Lynch, my boss told me there was a problem with my behaviour. There, I understood the entrepreneurial mindset wasn’t compatible with the productive requirements of a junior position in a corporate job. I shared with my mother my intention to quit my job, and launch my own company. She was very supportive, telling me that, after being the daughter and the wife of entrepreneurs, she would be very proud to be the mother of one, because entrepreneurs give jobs to people and make a real contribution to the economy. Entrepreneurship is not about your own profit; it’s about making the economy move forward by providing salaries.

Q. IN WHAT WAY DID THE CEMS EXPERIENCE HELP PREPARE YOU FOR YOUR BUSINESS VENTURE TODAY?
AD. The CEMS programme not only helped me to improve my language skills, but also my knowledge and understanding of other cultures, which is a key point in my current activity.
“The risk when you are an entrepreneur is to be like a crab in a pot: you don’t notice that the temperature is slowly rising till you are cooked!”

__Guido MOLINARI__

To become an entrepreneur, you can’t have a vertical view of the world through a technical-only lens, you need a horizontal view of the world, to see the whole landscape. CEMS gave me a broad vision of the essence of business to start in B2B. CEMS taught me networking, not out of interest but out of the fact that networking is the only way to succeed in professional life.

**Q.** CAN YOU DESCRIBE THE ACTIVITY OF THE COMPANY FOR WHICH CEMS WAS A SPRINGBOARD?

**AD.** Rue Amandine addresses tourists and visitors who want to live a unique Parisian experience and offers them authentic and custom tailored solutions: everything from lodging to dining, from entertainment to shopping. Amandine is a “friend” waiting for them in Paris, who will help them to live a unique experience that best fits their desire.

**GM.** ICE produces high quality ice-cream in Italy and sells it in the UK to luxury hotels, Michelin-rated restaurants and premium catering companies. We aim at proposing the best ice cream with the savoir-faire and best ingredients you can find only in Italy. It is very interesting to sell outside of the Italian market, especially in a city as cosmopolitan as London: our customers are so diverse, we never know what they will like! But so far, they love it, you can tell just by looking at their face when they shovel the spoon in their mouth!

**Q.** WHAT PARTICULAR MANAGEMENT CHALLENGES DOES YOUR WORK AND THE SECTOR IN WHICH YOU WORK OFFER?

**AD.** First of all, I have to manage myself! Starting a new business on my own and having to deal with all the aspects a company can have: creating a company, launching it, offering a product, and staying confident day after day, month after month that you got the right idea! I would say that I also have my clients to manage: the ones who want to “do it all” in three days and that I have to convince that they’d better do less to really make the most out of it… The ones who feel so “lost in the city” before coming, that I have to reassure so that they arrive in Paris relaxed and trustful! I feel it is worth it all when I receive enthusiastic reviews!

**GM.** The risk when you are an entrepreneur is to be like a crab in a pot: you don’t notice that the temperature is slowly rising till you are cooked! You have to know yourself very well, especially your acceptance to delegation. You should not underestimate the importance of a partner and you have to trust the people you are working with. You then have to carefully select the people you hire and associate with, who have to have their own entrepreneurial mindset.

**Q.** WHAT ADVICE WOULD YOU GIVE TO CEMS STUDENTS AND RECENT GRADUATES CONSIDERING FOLLOWING A SIMILAR PATH TO YOURS?

**AD.** There’s no rush in creating your own business. I didn’t feel ready until two years ago, after more than 12 years spent in big companies. Working in other companies is a way to grab useful experience and skills, to get used to working with other people, to manage them, to meet new challenges that will help you to gain confidence and autonomy.

But once you feel you have the idea for which you are ready to work 24/7, for which you are ready to earn less money at the beginning and for which you feel really excited, well… GO!!

**GM.** Running your own business is a very exciting experience: you are free to think of what you want to do and every day is just so different from the previous one. But you have to be ready to make personal sacrifices for the first two years: you will face situations requiring you to find pragmatic solutions that can imply searching the trash for a measurement scale or being trapped for hours in a fridge, you will have to forget about holidays and will have to expect to see the figures on your bank account decrease. As for business, be ready to keep moving forward, to push every day as hard as you can to obtain meetings with potential clients. To succeed, spend as much time as you can talking to customers, they are the reason why the company exists. Then have a top quality product and make them try it so they can trust you. Invest on the relationship with your customers. Business is all about people!

“The risk when you are an entrepreneur is to be like a crab in a pot: you don’t notice that the temperature is slowly rising till you are cooked!”

__Guido MOLINARI__

“But once you feel you have the idea for which you are ready to work 24/7, for which you are ready to earn less money at the beginning and for which you feel really excited, well... GO!!”

__Amandine DUBESSAY__
OBITUARY

__In Memoriam of Dr. John Bennett from the University of St Gallen Language School, former Leader of the CEMS Languages group, who died suddenly in July aged 70, in France.__

John Bennett was Chair of the Inter-Faculty group for Foreign languages, as it was known then back in the ‘90s, from 1994–98. John was a founding member of the association of Business English teachers of management and communications in Europe.

He was a proud Oxford graduate, a scholar of French and German. John was a long-term resident of Switzerland and latterly of France. Apart from his scholarly and humanistic approach to language learning and testing, John was an avid walker and man about town in the sense that he had enormous mental energy, as well as speed on foot. He favoured a particular raincoat which was easily identifiable as his and he and approached a hotel or meeting room at a brisk pace.

He was a great colleague and friend, keenly supportive of CEMS and its work for excellence in management education, and his untimely death leaves many mourners. Our sympathies go out to his wife, Angela.

__The CEMS community was saddened to learn of the sudden passing on 4th August of Michael Brookes, Professor at HEC and Chair of the CEMS Language Committee.__

__The recipient of the 2002 HEC award for teaching excellence, Michael had an established reputation as an innovator in language teaching, and was the author of a number of manuals for the teaching of English for special purposes.__

He was elected to a second two-year term as Chair of the CEMS Language Committee in December of 2010. In this position, he skillfully supervised the authoring and quality assurance process for Language for Management and Business Communication examinations, while at the same time devoting considerable time and energy to mentoring language representatives from new CEMS schools.

A caring and dedicated professional, Michael Brookes was a most valuable member of the CEMS community. He is deeply missed and we express our heartfelt condolences to his wife Dominique Brookes and his entire family.
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