A force for positive change in the world

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This five-day Executive Summer Course is designed exclusively for you as a communications professional. The course focuses on the latest developments, insights, models, frameworks, and best practices in corporate communication and forms a solid basis to further deepen your skills and knowledge in corporate communication. Expand your academic foundation, your practical skills in different areas of corporate communication and your network.

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ROTTERDAM SCHOOL OF MANAGEMENT
ERASMUS UNIVERSITY
In a bold and innovative strategic move, RSM is embarking on a new mission, one in which the school will help tackle society’s biggest challenges through its research, its educational programmes, through alliances, and by engaging with students, alumni and stakeholders alike in more meaningfully relevant and impactful ways. Here dean of RSM, Prof. Steef van de Velde, outlines the motivations for the new direction and explains how the school will use all its resources to be a force for positive change in the world.

**OUR RESPONSIBILITY TO SOCIETY IS TO MAKE A DIFFERENCE**

In light of these indicators made us realise RSM would benefit from having a sharper, more specific focus with a greater sense of clarity in terms of what our purpose is as a business school. At the same time we felt it crucial to define an overarching ambition for the entire school.

How have you set about defining the new mission?

We talked with stakeholders and set up lots of focus groups. We wanted to find out from stakeholders what their ambitions are – not in terms of what they want to get out of life, but more about their sense of purpose and the factors driving their motivations. And, relative to their worldviews, what role a business school plays in their visions of the future. From our perspective, it is about how we can ensure strong societal relevance and have meaningful impact.

Out of those many focus group discussions came an initial and somewhat lengthy mission statement describing who and what RSM is. This outlined
our entrepreneurial spirit, international outlook, how and why we could be a force for positive change, and more. Basically we were trying to say everything we felt we should be, and it was too much.

We gradually refined that on the premise that the better and more focused the business school, the shorter the mission statement. Attributes and values not absolutely fundamental to our purpose were filtered during the refining process so that only the core remained — and that’s our deep desire for what we do, through our education and research, to have a positive impact.

Out of this came our new mission statement, which simply and very powerfully says that: RSM is a force for positive change in the world.

What’s great about having such a succinct statement is that first, it’s easy to remember. Second, it’s direct, very simple to interpret and is unambiguous. At the same time, however, the statement that “RSM is a force for positive change in the world” requires a supporting narrative. There has to be more than just a catchy slogan; there must be substance to properly explain our mission, and that we’ve done.

What’s the philosophy behind RSM’s decision to embrace this as a new mission statement?

First, it’s our conviction that business can and should be an instrument for positive change in the world. Of course, businesses must also consider the bottom line; otherwise they can’t survive. Second, our research, our education programmes and our engagement with society are all geared towards improving management practice. If you combine both aspects — that business can have a positive effect on society and RSM can influence business while also benefiting society — then it becomes clear that together we can achieve much good in the world.

Fundamentally, business schools have an obligation to encourage prosperity and well-being for all. That’s essentially how we create value.”

Prof. Steef van de Velde, dean of RSM
nities for improvement and advancement. Resources are still being depleted. Society needs an energy transition. Climate change looms large. These are just some of the many huge challenges society faces.

Solutions need to be found, but who should address them? It’s easy to say responsibilities lie with governments, NGOs, or with civil society. We believe that business can and should play a pivotal role here and needs to work in multi-stakeholder relationships. We need to be a part of those relationships.

To this end, RSM is aligning itself with the 17 Sustainable Development Goals (SDGs) laid out by the United Nations on the road to 2030 and which build upon the progress made through the eight Millennium Development Goals agreed upon in 2000.

That’s exactly right. Just saying we have a new mission is not enough. We have to come up with evidence that it’s credible, achievable, and goes beyond mere rhetoric. The Sustainable Development Goals, agreed by world leaders in 2015, set out a framework through which the most urgent social, economic and environmental challenges can be addressed. The SDGs are neutral, non-political and provide an internationally recognised framework of reference for us to ensure what we do – through our research, our education programmes, and through our engagement with society – is relevant, meaningful, and has real impact.

The soul-searching debate we’ve been having about the future direction of RSM is happening at the same time as a growing number of forward-looking businesses rethink their own missions relative to their societal responsibilities. Business is going through a major shift in mindset about the role it has to play – must play – in society, the ways in which it can best contribute, and the value it can bring.

"...it is about how we can ensure strong societal relevance and have meaningful impact.”
Prof. Steef van de Velde, dean of RSM

The development goals represent a clear form of expression for that new realisation. RSM fully believes that goals such as these, and the challenges outlined in the World Economic Forum’s Global Risk Report, are crucial benchmarks by which business success will be more tellingly measured in the future. As such, we believe that supporting business and business leaders as they embrace their responsibilities through these goals is a very powerful means by which we, our students, alumni and all our stakeholders, can contribute more meaningfully to society in the longer term.

When taking the counsel of external stakeholders about RSM embracing this new mission, what has been their reaction?

We discussed the development, nature and direction of our new mission with the school’s advisory boards, with alumni groups and with business leaders. I have to say the reaction to us adopting this new mission has been incredibly positive. Likewise, the explicit support we’ve received is really quite amazing.

Now, with the launch of that new mission, we believe stakeholders and the wider business community will see we have an increased relevance for them and for society. One way in which we’ll show that relevance is through the development of a massive open online course (MOOC). In it, Peter Bakker, chairman of the World Business Council for Sustainable Development, will introduce the development goals. We also have support from companies including DSM [read DSM CEO Feike Sijbesma’s interview on p22], Unilever, Priva, CSR Netherlands and Commonland. The MOOC will outline what we’re doing towards each of the SDGs and at the same time showcase how members of our alumni community are already engaged in supporting them.

This latter aspect is of particular importance for the future because for us alumni are role models. It is our alumni who will show us the way, inspire us and let us know where they see future priorities for our own engagement.

Will RSM’s research agenda and priorities be affected?

When we set up the focus groups to get perspectives and to find a common denominator that would help bind us all together more closely, we came to realise the full extent to which our faculty members were already working in areas that readily aligned with the aims of the development goals. It’s not that we didn’t know what our faculty members were doing; we just hadn’t seen it so clearly as when placed in the context of the SDGs and society’s big challenges.

As an example, we have a very strong research department in the field of consumer behaviour. One of the key elements in the SDGs for positive change is changing consumer behaviour towards a more circular economy. The question is then, how to encourage, stimulate or incentivise consumers to do so willingly? The answer comes from better understanding their behaviour and the motivations for it. This is an area of scientific
expertise in which we already have an excellent reputation internationally.

The Erasmus Centre for Future Energy Business has a focus entirely devoted to energy transition. Our Partnerships Resource Centre specialises in understanding and advancing multi-stakeholder alliances relative to the development goals. And there are other areas where we’re already undertaking groundbreaking research in conjunction with business and society.

Having this clearer understanding of how what we do fits in with any development goals and society’s big challenges means we will not need to change our research agenda. However, we are identifying any research gaps by basically asking what it is we don’t do currently but should in order to advance our mission.

For instance, impact investing is an area in which we’re doing some research, but not a lot. Impact investing is of growing significance as it looks not just at the financial returns of business and investments, but also, in a sense, measures the social and ecological returns. It’s an area of research into which we will expand as its importance to ensuring business efforts achieve the best returns for society cannot be understated.

Of course, as a business school with long-established expertise in specific areas, it’s not possible for us to address all 17 of the development goals on a one-by-one basis. That would be impractical. However, the 17 goals are represented across three interlinked spheres, which are biosphere, economy and society, with each dependent on the others.

Taken from this perspective, RSM is already active in these areas. Indeed, we’re ahead of the curve as a business school in understanding the importance of finding solutions to society’s biggest challenges. And we’ll look to actively build on this in ways that complement our strengths and existing expertise.

Four core values are integral to the school’s mission to be a force for positive change in the world – critical, creative, caring, and collaborative. Can you explain these values?

Our thoughts, words and actions are guided by our values. They help us develop and grow. Just as our mission is concise, so too are our values. Critical: because critical thinking, challenging the status quo and asking questions that no one else has yet asked is how solutions are found. Creative: because people need to think outside of the box to find innovative ways of approaching challenges. Caring: because people need to care about more than just themselves and their families if the problems burdening others are to be addressed. Collaborative: because on your own you can only do so much. Collaboration increasingly extends to people outside of your own organisation or discipline and reflects the need for multi-stakeholder partnerships.

RSM has a responsibility to the future and to the leaders of tomorrow.
How will the new mission affect RSM’s stakeholder groups such as employees, students, alumni and corporate partners?

The current curricula will be reviewed to see whether they pay sufficient attention to the role and responsibility of business in society. We’re also going to put emphasis on what we call the character-building of our students. For example, the I WILL campaign, in which students express a goal in the form of a personal commitment, will include all students rather than just those in their first year.

To help instil in students not only the four core values but also our mission in a way that touches them as individuals, the first question we’re asking post-experience candidates in their application essay is how they are or can be a force for positive change in the world. It’s a very simple approach, one that immediately makes people think right from the start about bigger issues and goals in life, and what role they can play as individuals. It also reinforces the fact that they are joining a business school dedicated to its mission to be a force for positive change. We want students to consider at the outset how they too can be instruments of change.

The ways in which we approach engagement with societal stakeholders, through educational seminars and events, for example, will be phrased around and focus on positive change relative to the SDGs. Communicating in the right way is of great importance here. Because as a school we’re already involved to greater or lesser degrees in many of the areas associated with the development goals, it’s a case of couching what we say, in academic and non-academic departments, in appropriate language that emphasises our mission, values and ambitions.

The feedback we’ve had from our employees is incredibly positive. People are very enthusiastic and are already thinking about what they can do in their roles that supports and contributes to the mission, which is very encouraging. In fact, I’m really very pleased with the reactions we’ve had. Of course, embedding the mission into everything we do internally and externally can’t be achieved overnight or even in a year. It’s very much a long-term perspective, one that will mature and become even more focused as time goes on.

RSM has an incredibly diverse and talent-rich alumni community spanning the globe. What will the school be doing to engage them in the new mission, and what role can they play? You mentioned the RSM2020 campaign earlier. How does that fit in to the mission strategy and what are its objectives?

One important truth we’ve come to realise is that our alumni community is ideally placed to make RSM an even better school. This led us to ask ourselves the most obvious question: why would alumni want to support us? The only valid reason they will is if there is good reason for them to do so. This, in many respects, is at the root of why we’ve sought to develop a compelling mission with a concise, clear and societally relevant narrative.

Not only are our alumni role models, which I mentioned earlier, but they are also at the cutting edge of developments in business and society relative to the development goals. That means there is much we can learn from them in terms of what we need to do to ensure maximum impact from our research, our endeavours in changing management practice for the betterment of society, and in educating the leaders of tomorrow.

We will continue to ask alumni to assist us directly through endowments, scholarships and mentoring. A Major Partnerships Office has been established, which will seek ways in which RSM can enter into meaningful and impactful alliances that benefit our alumni, corporate stakeholders and society. Philanthropy will play a key part in the campaign as we head towards 2020, as we know that alumni care deeply about the school and that, driven by the same passion and ambition, they too strive to make a big difference.

Indeed, to exemplify exactly these points, this issue of RSM Outlook magazine has devoted most of its pages to profiling just some of our outstanding alumni who have already made a commitment to make a difference to the world, each in their own unique and inspiring ways. The lesson our alumni teach us is that we can all be a force for positive change – and we can do it together.

For an overview of RSM’s mission to be a force for positive change in the world, including video explainers from RSM’s dean, Prof. Steef van de Velde, and Royal DSM CEO, Feike Sijbesma, visit WEB www.rsm.nl/positivechange
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Science Day at Erasmus Paviljoen, Erasmus University Rotterdam
Business Day at World Trade Center Rotterdam

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ROTTERDAM SCHOOL OF MANAGEMENT ERASMUS UNIVERSITY
NEWS / IN BRIEF

EXPLORING CHANGE
The issues of implementing change management and why managers make decisions for others while not involving them were explored by around 100 alumni from RSM’s Parttime Master Bedrijfskunde at a Dutch-spoken evening masterclass on campus in March. Lecturer Ton Roodink also covered the social aspects of purchasing software and IT consultancy. For more information on Dutch alumni events, visit WEB www.rsm.nl/pmb-alumni

DID YOU MAKE AN I WILL?
We’re celebrating six years of I WILL, and have collected more than 10,000 I WILL statements that show the world RSM’s community’s spirit. Now you can search for your own I WILL, or that of friends and former classmates, and download the photo. And, you can read the inspiring follow-up stories from fellow alumni at WEB www.rsm.nl/iwilleveryone

FREE MASTERCLASS CATCH-UP
You can still catch up online with our nine evening masterclasses on marketing and business information management, held for alumni and master students in the spring. Topics include the influence of technology on consumer behaviour, digital transformation, and the importance of communication skills and their role in driving positive change. Practitioners and RSM faculty members led all sessions. Watch them online at WEB www.rsm.nl/frontiers-recordings

WINNING REPUTATIONS
RSM’s Prof. Cees van Riel handed out awards for the Netherlands’ best corporate reputations in 2016 in February. Philips came top of the 30 largest companies in the Netherlands for the 10th consecutive year according to the Reputation Institute, co-founded by Cees. The institute carries out global reputation research in more than 40 countries. Heineken topped the Leadership and Performance category, and ASML headed Innovation and Workplace. WEB www.reputationinstitute.com

€5M EXPANSION FOR ALUMNUS’ FIRM
International exchange student housing platform HousingAnywhere, founded by alumnus Niels van Deuren (BScIBA 2009 and MSc International Management/CEMS 2012), raised €5 million in its latest funding round in January. The Rotterdam-based company will expand into more university cities in Western Europe and the USA. The funding comes from Real Web, which owns Italy’s largest online housing platform Immobiliare.it, and from Dutch venture capitalist henQ.
**RSM MBA TOPS FT RANKINGS IN NL**

RSM is the only business school in the Netherlands in the Financial Times’ top 100 full-time MBA programmes this year. In the FT Global MBA ranking 2017, RSM’s International Full-time MBA programme is 31st globally (42nd in 2016), and 11th in Europe (16th in 2016). RSM is ranked among the top 10 schools globally in international mobility and in global diversity of students. For value for money it is among the top 20 schools worldwide. [WEB](www.rsm.nl/rankings)

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**FINANCE IN FRANKFURT**

Alumni working in finance firms in Frankfurt hosted 36 highly talented students from the MSc in Finance & Investments Advanced programme in January. They shared what they know of the transition from institutions-based to market-based finance in Europe. It was also an opportunity for students and alumni to network and explore potential career paths. [WEB](www.rsm.nl/fia-partnership)

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**FIRST GRADUATES OF RSM CUSTOMS MASTER**

The first cohort of the Executive Master in Customs & Supply Chain Compliance will join the RSM alumni network in September 2017. Participants are already customs and trade compliance professionals and will receive their MSc degree from Prof. Rob Zuidwijk. The part-time programme has just received its accreditation from the Accreditation Organisation of the Netherlands and Flanders (NVAO). [WEB](www.rsm.nl/customs)

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**WHO INSPIRES YOU?**

Which RSM alumnus has made an outstanding contribution to the corporate world, made a social impact or shown entrepreneurial spirit? Who has inspired the whole RSM community? Please nominate your candidate for the RSM Distinguished Alumni Award 2017 before 15 June. This year’s winners will be revealed at the RSM Leadership Summit in October. To make your nomination, visit [WEB](www.rsm.nl/daa)
KPMG AWARD FOR MSC THESIS

Addressing the imminent problem of peak-time congestion at electric vehicle charging systems was the subject of the thesis picked from 60 others to win this year’s KPMG-RSM Sustainability Master Thesis Award. Angelos Tsereklas-Zafeirkis (MScBA Master in Management 2015) received the award at the RSM Sustainability Forum 2017. Runner-up was Florian Böhm (MSc Global Business & Sustainability 2016) for his thesis on sustainability and the farming of quinoa.

WEB www.rsm.nl/sustainability

FAMILY FIRMS WITH FORTITUDE

Businesses with strong family values considerably outperform "regular" firms, according to new research by RSM's Erasmus Centre for Family Business (ECFB). Such firms have a more pronounced identity, greater confidence among suppliers, a stronger licence to operate and customer loyalty. They do especially well when their core values are clear and communicated well – this strengthens the family-owned firm's continuity, says Pursey Heugens, professor of organisation theory and ECFB director.

NEW CORPORATE COURSES

We've added new courses to our portfolio of RSM Executive Education programmes so you have more choices when boosting your knowledge and career development. Specialised short programmes include Change Management, Ethical Leadership in Business, and The Strength of Networking: Enhancing Your Career. For more information, see p49 or visit WEB www.rsm.nl/open

WELCOME NEW MBA ALUMNI!

The alumni network welcomes three MBA classes celebrating their graduation this year. A lively ceremony in March saw 106 graduate from MBA17 and 107 from EMBA16 at the World Trade Center Rotterdam, where Unilever's Frank Sluis told graduates ‘business is a way to bring cultures together’. In June, 27 participants from the OneMBA Class of 2017 will officially become RSM alumni too. Congratulations and welcome! WEB www.rsm.nl/alumni

MULTINATIONALS THAT LUNCH

Global industry leaders opened their doors for RSM’s MSc Finance & Investments Advanced students in early 2017. They presented their outlooks for the future and career opportunities, while students showcased their negotiation, problem-solving and presentation skills, and networked with RSM alumni at Oliver Wyman, Bank of America, Deloitte, Unilever, Rabobank and Achmea. Students were also judged by Unilever's finance trainees on the lunch they prepared! WEB www.rsm.nl/fia-partnership.
A career in **International Taxation & Global Trade** – offered by **HENKEL**

Henkel, operating in three business units **Laundry & Home Care, Beauty Care** and **Adhesive Technologies**, is a German DAX-30 listed company and holds globally leading market positions both in the consumer and industrial sector today. With almost 50,000 employees from more than 120 nations worldwide, our vision is to become a global leader in brands and technologies.

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**Henkel AG & Co. KGaA,**  
c/o Janine Wilker, FTG – Finance Tax Group, E-Mail: janine.wilker@henkel.com
MORE MENTORS, PLEASE
RSM MentorMe has proven to be so successful for alumni and students that it’s to be a mandatory part of our MSc Finance & Investments Advanced. Alumni say it’s ‘energising’, ‘motivating’ and ‘inspiring’ to share knowledge and experience, and to give back by helping bright students. There are currently 500 active mentors. RSM hopes to incorporate mentoring into other MSc curricula this summer, so more alumni are invited to join! Register via
WEB www.rsm.nl/mentorme

SUSTAINABLE BUSINESS MODELS
How far have companies come in making the shift to sustainable business models? Around 200 students, alumni and practitioners gathered to find out at the RSM Sustainability Forum on campus in March. Plenary presentations were led by Mark Bras, manager of BMWi, and Thomas Rau, visionary entrepreneur, architect, and founder of Turntoo. ‘If we want change, we need business models where responsibility and power come together, and make products that are also a service,’ said Rau. Read more at WEB www.rsm.nl/sustainability-forum

NEW EXECUTIVE PROGRAMME IN JAKARTA
There’s a new two-year executive programme in Indonesia for professionals in Asia preparing to enter the global business arena. RSM has signed a Memorandum of Understanding with Universitas Prasetiya Mulya in Jakarta. Prasetiya Mulya will run the part-time MM Global Executive programme, which is for middle- and senior-level managers with a global business orientation, and RSM faculty will teach part of the programme.
WEB http://pmbs.ac.id

ENHANCING WEATHER SERVICES IN NIGERIA
A project in Nigeria to improve agricultural practices by providing weather data for 3,000 smallholders has been launched by Kukua, co-founded by alumnus Ollie Smeenk (BSc International Business Administration 2016). The local weather stations start-up won RSM’s I WILL Award in 2016, and has received several EU and other grants to enhance its African weather service, which helps to provide food security.
WEB www.kukua.cc
INVESTIGATING SOCIAL ORGANISATIONS

Management styles in social organisations came under the microscope of Parttime Master Bedrijfskunde participants in December. In teams, the professionals investigated management elements and devised recommendations. The most inspiring social enterprise was the Missing Chapter Foundation, which connects decision-makers and children when discussing current issues. The best presentation award went to Granny’s Finest, co-founded by RSM alumnus Niek van Hengel (MSc Finance & Investments 2012), which tries to fight loneliness among grandmothers by providing them with an opportunity to knit and enjoy each other’s company while producing products that people like.

LANDSCAPE AND BUSINESS MOOCS

A new MOOC (massive online open course) teaching business leaders how to create business value and restore landscapes is set for launch. RSM leads the European Network for the Advancement of Business and Landscape Education (ENABLE), which encourages education on integrated landscape management, based on sustainable business models. The first MOOC, Landscape Restoration for Sustainable Development: a Business Approach, is available via Coursera from May. Check it out! [WEB](www.rsm.nl/enable)

RECRUITING BACHELOR STUDENTS

Companies connected with around 250 talented RSM students at the Bachelor Internship Fair on campus on 6 April, organised by RSM Career Services. The recruitment professionals from companies such as Unilever, Bayer, Avery Dennison, Keytoe and Prysmian Group networked with students from RSM’s BSc Bedrijfskunde and BSc International Business Administration to discuss internship opportunities. Last year, more than 200 third-year bachelor students completed an internship.

DIGITAL BUSINESS RESEARCH PARTNERSHIP

RSM and VIVAT have signed an agreement for a long-term partnership in digital business research, education and recruitment. Under the agreement, a PhD position will be created at RSM. VIVAT will also provide talented students with research opportunities in data analytics and digital business development. The research results generated at RSM will help to innovate their digital business models and digital platforms to improve their customer experience. [WEB](www.rsm.nl/partners)

FINANCE AND GEOPOLITICS IN ARGENTINA

RSM alumni in Buenos Aires met up with MSc Finance & Investments students in March and April. The students visited Argentina to explore the country’s economy and geopolitics, and visited the stock market, the Dutch embassy and learned how to dance the tango. The International Business Project was organised by study association STAR. [WEB](www.rsmstar.nl)
DINNER IN DÜSSELDORF

RSM alumni and corporate friends in the Düsseldorf area gathered for a networking dinner on 28 March. It took place after the Holland Tag event in the city, which was organised by the Deutsch-Niederländische Handelskammer. The dinner brought together members from RSM’s German network, and RSM’s corporate relations and executive education teams.

WEB www.rsm.nl/localchapters

SUSTAINABLE PROGRESS

Impressive results in our PRME report display RSM’s collective commitment to sustainability goals. As one of the first movers among academic institutions, RSM signed up to the UN’s Principles for Responsible Management Education (PRME) initiative in 2007. Our progress report for 2017 reveals a snapshot of sustainability initiatives over the past two years – and how far we have progressed in reaching our sustainability goals.

WEB www.rsm.nl/prme2017

UPDATE YOUR CONTACT DETAILS

Whoa – we’re up to almost 35,000 members and counting! Your RSM alumni network becomes stronger and more valuable when alumni can find and contact each other. If we know your location, industry and job title, we can make sure you’re able to stay connected to Local Chapters and events in your area. We can also help you organise local events that contribute to your professional development, lifelong learning and network. Update your details at

WEB www.rsm.nl/alumni-database

NEW RSM CEMS ALUMNI

Almost 50 graduates with 16 nationalities from RSM’s MSc in International Management / CEMS graduated on campus on Friday 21 April. The average grade for this cohort’s master theses is 8.1, and Thomas Behrendt and Maximilian Laker graduated summa cum laude.

Graduate Josje van der Wielen took the stage at the ceremony and told her classmates to ‘build bridges instead of walls in times like these, when global movements threaten to evolve in the opposite direction.’

WEB www.rsm.nl/cems-partnership

IN MEMORIAM

We are saddened to hear of the death of our Distinguished Alumna Saskia Stuivelng in April. Among her many roles Saskia was a member of the RSM Advisory Board, a board member of the Erasmus Trustfonds, and honorary member of the Alumni Association. She was president of the Netherlands Court of Audit, and State Secretary for the Interior in the Dutch government. Our condolences go out to her family and friends.
RESEARCH HIGHLIGHTS

HIGH STATUS MEANS HIT-OR-MISS
Project leaders who enjoy high status in their organisation find it easier to convince others to invest in an innovative project. Research by RSM PhD graduate Balazs Szatmari shows the unconditional support for projects received by such managers can lead to projects with good results, but more often they result in failures. Project leaders with a middle-ranking status typically produce the best results.

BRAIN SCANS REVEAL EFFECTIVENESS IN TV ADVERTS
When does a TV advert trigger people to find the product online? Scanning consumers’ brains has allowed RSM researcher Linda Couwenberg to discover that a TV advert works best when it highlights a product’s functional benefits and triggers the viewer’s imagination at the same time. This combination activates specific parts of the viewer’s brain most intensely, she found, which makes the advert more effective.

INFLUENCE CUSTOMERS’ WALKING SPEED
When customers rush through a store, they might miss interesting products and buy less. But too long in front of the shelves could lead to congestion in the aisles and fewer sales. Managing the flow of customers is clearly a challenge for retailers. Research by RSM’s Dr Bram Van den Bergh demonstrates that floor markers can help retail managers nudge customers to take the ideal pace as they shop.

INNOVATION AWARD
Alumnus Erik Wellen (OneMBA 2005) won the 2017 bronze Edison Award for innovation in New York City for his company Parhelion’s LDG MR16 Lamp. This award is one of the highest accolades a company can receive in the name of innovation and business, and the judges recognised Parhelion’s LDG Lamp as ‘a true innovator out of the many products in its category.’

PRIME MINISTER NETHERLANDS ANTILLES
Alumnus Eugene ‘Gino’ Rhuggenaath (Full-time MBA 1998) led the Party for the Restructured Antilles (PAR) to victory out of 11 political parties in Curaçao in April. Rhuggenaath, who is likely to take over as prime minister of the Netherlands Antilles, aims to unite people on the island, strengthen the relationship with the Netherlands, and tackle school drop-outs through collaboration and servant leadership.

For more information on RSM’s business-relevant research, visit www.rsm.nl/discovery

STAY TUNED WITH WHAT’S GOING ON IN THE RSM COMMUNITY: www.rsm.nl/news
Keep up to date with the professional advancements of fellow alumni as they develop their careers and move not only to new positions and companies, but also to different countries. Making a career move? If so, contact us at EMAIL alumni@rsm.nl

Khoa Toan Nguyen
MSc Strategic Management 2011
The strategy director at Jung von Matt/ sports expands his role to become partner at the same firm (Hamburg, Germany).
Effective: December 2016

Wassila Hachchi
MSc in Strategic Management 2002
The former member of the Dutch Parliament and campaigner for Hillary Clinton takes on new challenges as a social entrepreneur, speaker, coach and campaign consultant.
Effective: January 2017

Adina Maria Pop
Executive MBA 2013
Moves from role as vice-president merchant boarding, Ingenico, to become vice-president digital transformation at the same firm (Hoofddorp, the Netherlands).
Effective: January 2017

Morgane Rollando
Executive MBA 2004
Steps from role as CEO of Synerfia and becomes vice-president finance and strategy, Augment (Paris, France).
Effective: May 2016

Bastian Wollenschein
Full-time MBA 2011
Formerly internal auditor, Wärtsilä SAM electronics. Now director internal audit EMEA at BCD Travel (Hamburg, Germany).
Effective: July 2016

Mirjam Terhorst
Executive MBA 2009
The former Rabo Private Equity director becomes founder of FundIQ (Amstelveen, the Netherlands).
Effective: December 2016

Clarissa Accioly
Full-time MBA 2014
The service concept manager at ABN AMRO Private Banking International moves to the position of CEO EU, Kunumi (Amsterdam, the Netherlands).
Effective: September 2016

Michael Pearce
Full-time MBA 2008
The one-time Americas CVL marketing supervisor at ExxonMobil becomes global innovator with the same company (Houston, USA).
Effective: March 2017

Vinay Dhamija
Full-time MBA 2004
Gains promotion from the position of senior director pricing and deals desk EMEA, Salesforce.com to become regional vice-president communities cloud EMEA, with the same firm (London, UK).
Effective: February 2017

Dingani Banda
Full-time MBA 2008
Previously commissioner for customs services, Zambia Revenue Authority. Now takes on new challenges as commissioner for modernisation and corporate strategy with the same organisation (Lusaka, Zambia).
Effective: March 2017
As a member of the RSM community, you’re a part of our common mission to be a force for positive change. More than 10,000 alumni, students, faculty members and staff have expressed how they plan to achieve their goals in I WILL statements. What’s yours?

Find and share your I WILL. And discover 10,000+ inspiring goals at WWW.RSM.NL/IWILLEVERYONE
DSM is the global leader in its industry in the Dow Jones Sustainability Index. *Fortune* magazine gives it the accolade of being one of 50 companies changing the world. DSM, which together with its affiliates has net sales of around €10 billion annually and some 25,000 employees, states proudly that “sustainability is our core value, a key responsibility and increasingly an important business driver” and has committed itself to working towards the United Nations Sustainable Development Goals (SDGs). But it wasn’t always like this. The company, established in 1902, was originally called the *De Staatsmijnen* (Dutch State Mines). Later it diversified from mining into bulk chemicals and petrochemicals. It was far from being “green” in any sense.

‘Strategy changes over time,’ says Feike Sijbesma, CEO and chairman of DSM’s managing board since 2007. ‘In taking a longer view, and in terms of being future-proof, we decided to divest all our bulk and petrochemical operations and create a science-based company active in health, nutrition and materials. What we have is a company that on one side is a business addressing sustainability and climate change. On the other side, it addresses malnutrition in the broadest sense of the word.’

Why has DSM so readily taken up the causes of sustainability and climate change during Sijbesma’s ongoing and undoubtedly successful tenure at the
Feike Sijbesma, RSM alumnus, molecular biologist, and CEO of Royal DSM, is committed to the belief that in a world of great inequalities, hunger, and the ever-growing effects of climate change, business has a serious and necessary responsibility to contribute to improve society as well as return profits. With this vision in mind, he has not only led DSM through an impressive transformation that has made it both a hugely successful business and a champion of sustainability, but has himself stepped up to become a vocal and influential advocate of the “people, planet, profit” philosophy.

IN CONVERSATION WITH RUSSELL GILBERT, MANAGING EDITOR, RSM OUTLOOK

helm of DSM? For Sijbesma the answer is simple: ‘The world has made great progress over the last 50 to 100 years. Prosperity has increased during that time, but not for all levels of society globally,’ he says. ‘The eight richest people in the world have as much wealth as three and a half billion of the world’s poorest people combined. That’s half of humanity. At the same time, around one billion people go to bed hungry and another billion are undernourished. On top of this, the prosperity of many is in danger because of climate change.’

Sijbesma believes that for a civilisation as rich as ours, issues such as hunger should be unacceptable. ‘We have the solutions. The money is available, products are available, as are the logistical streams, so our civilization needs to bring hunger to an end!’

Progress is being made. Sijbesma points to the Paris Agreement, signed by close to 200 countries in 2015 in an acknowledgement that the threat of climate change is real and must be addressed. ‘With global average temperatures, already close to breaking through the 1.5°C threshold agreed at the Paris summit, we need to act faster and in ways that have a stronger impact. In the south of Bangladesh, tens of millions of people are already affected by climate change and endure significant problems such as floods. In the Horn of Africa, even more people are confronted daily with drought and famine. The bleaching of the Great Barrier Reef – this can’t continue, we need to act. Climate change threatens the lives of millions of people, which will trigger climate-migration and geo-political tension,’ he says.

Societal responsibility
But who has responsibility for addressing what are effectively global problems? Sijbesma is convinced that collective efforts – multi-stakeholder initiatives – are the only solution. ‘The old model of how to run society, where governments have responsibility for public matters, companies lead the economy, and international institutions co-ordinate on bigger matters, is not applicable any more. Societal responsibilities are now very blurred,’ he says. ‘Many big companies are multinational, giving them a global reach and impact. Having such a great impact on society, companies must show more responsibility. Companies also have the innovative solutions and technological capabilities to help solve society’s big problems. Governments, meanwhile, have the legal power to make regulations and enforce laws relative to these problems, which is how it should be.’

For Sijbesma, this is where the triple bottom-line of “people, planet, profit” becomes the over-arching philosophy. At the same time, Sijbesma believes that corporate social responsibility (CSR), in what he describes as the “classical sense”, is a bit old-fashioned: ‘You don’t have a company on the left and CSR activities and reports on the right. That is outdated. It should be almost illegal for corporates to be involved in activities that are not socially responsible because they are a part of society. It’s not a case of society is over there and we interact with it from over here.’

To effectively run a company for people, planet, and profit, Sijbesma says a more relevant form of CSR must be integrated into everything it does. ‘This is how it works at DSM,’ he says. ‘That means we also have an integrated’
annual report. In addition, it means that the areas in which we want to have an impact on society are not just issues we feel need to be addressed, but are those in which we have real competencies.’

In this respect, DSM, as the largest nutritional and food ingredient manufacturer in the world, is perfectly positioned to have a high impact on malnutrition and health concerns. ‘For 10 years, we have collaborated with the UN and the World Food Programme in the drive to make food healthier and more nutritious. We are their largest partner in this. We make food healthier by replacing salt, sugars and fats, and by adding probiotics, vitamins and micronutrients, and omega-3s.’

**Focus on competencies**

As one of the larger material science companies in the world, DSM develops water-based resins for use in coatings and paints as alternatives to solvents, which can be dangerous to health and the environment. But it doesn’t end there: ‘We develop materials that can reduce the weight of cars and therefore the use of fuel and associated CO₂ emissions,’ he says. ‘We make electronics greener by taking out hazardous chemicals and replacing them with biodegradable materials. We have developed technologies to boost the yield of solar cells, and convert agricultural waste into ethanol and green energy. The circular and bio-based economy, climate change and renewable energy, nutrition and malnutrition are major issues upon which we can have a big impact.’

For DSM, this means the UN Sustainable Development Goals (SDGs) and global trends effectively lead company strategy. The company’s annual report provides an overview of the 17 SDGs and outlines those upon which Sijbesma and his colleagues are committed to having an impact: ‘Five of the goals link automatically to malnutrition, climate change and well-being in society, areas in which we can have a huge impact. There are another 10 goals in which we can have a moderate impact, and a couple where, with our specific competences, we can only have a limited impact.’

The company takes three approaches to its sustainability responsibilities based on reduction, enabling, and advocacy. ‘First,’ says Sijbesma, ‘we have set a trajectory to reduce our own environmental impact. We’ll do this by decreasing our emissions by 45 per cent and stepping up our use of renewable energy to 50 per cent by 2025. Second, we enable customers in our supply chain to be sustainable through the materials and the nutritional and food ingredients we develop. Third, we feel companies have a duty to raise their voices, make commitments, show their own responsibility, and we must do what we can to encourage and advocate this.’

**Walking the talk**

And Sijbesma is a man who very much walks the talk: Jim Yong Kim, president of the World Bank, appointed Sijbesma as one of three climate leaders along with Kofi Annan, Nobel Peace Laureate and former secretary-general of the UN, and Christiana Figueres, former executive secretary of the United Nations Framework Convention on Climate Change, who played a key role in the Paris treaty. ‘Our role is to help drive action on climate change through advocacy,’ he says.

Sijbesma also leads the World Bank’s Carbon Pricing Leadership Coalition with Ségolène Royal, France’s minister of ecology, sustainable development and energy, who is now being succeeded by Catherine McKenna, Canada’s minister for the environment and climate change. ‘The initiative’s aim is to put a price on CO₂ emissions,’ he explains. ‘Why? Because we want to anchor doing well for the climate into our economic system, and this is the best way of doing so.’ He also plays a leading role in the World Economic Forum’s CEO Climate Leaders.

Taking responsibility does not mean you hurt your company financially, Sijbesma states firmly. ‘On the contrary, it is just logical business sense to invest in the future, to adapt yourself and make your business future proof. This can be evidenced by the fact that at this moment the DSM share price is close to an all-time high, and that the company is doing financially very well. DSM has created a lot of value over the last decade. Looking internally, we score very highly in employee engagement. Our people find working at DSM to be very motivating. If you approach your responsibilities and do it well, all these aspects influence and strengthen each other positively, meaning you can achieve several worthwhile goals at the same time,’ he says.

**It makes good business sense to take care of the world around you and prepare your company for the future.”**

*Feike Sijbesma*
But what of other CEOs: are they increasingly convinced of their societal responsibilities to the degree that they are committed to doing more than “old-fashioned” CSR? 'Increasingly I see that CEOs and companies realise they have a broader responsibility than only taking care of shareholders and making money, although that business sense is important,' Sijbesma responds. 'I see it as a growing coalition – such as in the Netherlands where companies including Unilever, AkzoNobel, Philips, FrieslandCampina, Air France-KLM, Heineken, Shell and DSM have founded the Dutch Sustainable Growth Coalition. Maybe not everybody sees responsibility in the same way or they are still very much focused on the short term, or only their own prosperity – of themselves as leaders or the prosperity of their company in isolation – but I think it's changing,' he says. However, Sijbesma is adamant businesses need to be run in a professional and profitable way: 'A company is not a charity foundation. The art is to integrate the people, planet, profit approach and not over-focus on only one element. It makes good business sense to take care of the world around you and prepare your company for the future.'

The role of business education
When invited to give speeches at business schools, Sijbesma says he often starts by asking students to define in one word what it is their chosen subjects are really about. Many, he says, believe the answer is money. 'I ask them to consider the roots of business. It started with barter and specialisation. One person might have been successful as a hunter, and another better at growing crops. They traded together based on needs, others came along and so business began,' he says. 'Money is not the ends, but the means. Originally money was the means for a distribution and specialisation model through which goods were exchanged. As time has gone on we've forgotten this. In the last 30 years or so the focus on money and short-term returns has created enormous inequality across the world.'

Business schools clearly have a crucial future role in educating the leaders, managers and entrepreneurs of tomorrow about societal responsibility and global priorities. 'This is very true,' says Sijbesma. 'When students tell me that studying at a business school is all about money, I know we're not yet there in terms of educating them properly. As I mentioned, money is not the most important topic – although let's be clear: a company starts with customers, serving needs of markets in a societal context. If you do that well, you will make money. Not the other way around. What they should be learning is how an economic system – the planet's system – works, how it should work, and how it can be improved so that we can live here well, in prosperity with many – maybe with all – now and in the future. This is what business schools need to teach students.'

Sijbesma says this is where the UN Sustainable Development Goals have a major part to play in connecting people to the people, planet, profit philosophy. 'Business schools need to step up on this,' he says, 'because I believe so much more needs to be done. This is why I applaud RSM on its new mission focus. Looking at how the SDGs as a global strategy can have an impact on RSM – and how RSM can reshape its teaching programmes and research accordingly to become the force for positive change it intends to be – is the correct thing to do. Taking this approach, I believe RSM can distinguish itself from other business schools. And if RSM can build on this and take on its responsibilities as a leading business school then I think we're definitely on the right track.'
MISSION BRANDING / STEFANO PUNTONI

LIVING UP TO RSM’S BRAND PROMISE

Strong brands have a recognisable logo or a punchy tagline – but that’s not what makes a brand strong. A brand’s strength lies in what people think of when they hear your brand name, and this perception is as much about what you do as an organisation as it is about how well you market it. Understanding this, RSM’s new mission will differentiate the brand within the business school market in powerful and innovative ways.

STORY BY REBECCA MORRIS

Brand management is about much more than cosmetics, it should go to the very heart of what you do as an organisation. So says Stefano Puntoni, professor of marketing at RSM, whose teaching expertise is in the areas of brand management, marketing strategy, and consumer behaviour, and a member of the committee that defined the school’s new mission. ‘A strong brand has an alignment between its internal activities and its brand promise.’

This is the key for how RSM will differentiate its brand in a market where most business schools make reference to CSR or sustainability in their brand communications. In other words – RSM will differentiate its brand promise by living up to it. ‘We already have a great deal in terms of our activities to back up our mission statement, activities that we will continue to build on,’ says Prof. Puntoni. ‘We also have an innovative plan for how to internally design and communicate our activities that will reflect how seriously we are taking this new mission.’

Challenges of differentiation

Business schools are particularly difficult to differentiate. Most offer similar degrees – MBAs, executive programmes, masters, and bachelors. Most teach the same disciplines. Even soft skill development has become pervasive, right down to the bachelor and master level. Given the difficulty of creating a functional or “horizontal” differentiation based on content or activities, most schools rely on “vertical differentiation” to attract students – emphasising how good they are compared to their competitors by publicising their rankings results.

Enter RSM’s new strategy (as outlined by RSM’s dean, Prof. Steef van de Velde on p06), which presents a rare opportunity for horizontal differentiation. ‘This is a chance to differentiate ourselves in a new way,’ says Prof. Puntoni. ‘RSM’s new mission gives us the possibility of saying, not only are we among the best, but we offer something different: we are driving social change.’

As a brand promise, RSM’s is not necessarily unique. But RSM plans to take ownership of this positioning in the market in several ways. ‘RSM’s new mission will now serve as a “benchmark” against which all future decisions will be made, ensuring the brand becomes part of our DNA. Our mission will guide...

“Brand management is about much more than cosmetics, it should go to the very heart of what you do as an organisation.”

Prof. Stefano Puntoni
every decision we make. We are currently looking at what it will mean for our programme portfolio, our research projects, research centres, recruitment and so on,’ says Prof. Puntoni.

A strong track record in sustainability already brings credibility to RSM’s mission. It “walks the talk” as long-standing members of the UN’s Principles for Responsible Management Education. The school has research centres dedicated to advancing sustainable development, and has one of the world’s most sustainable MBAs. RSM’s unique I WILL manifesto – in which RSM community members are asked to specify how they will make a contribution to society – reflects the school’s focus on action for achieving goals. ‘I WILL is a call for action,’ says Prof. Puntoni. ‘It ties in with our location in Rotterdam, a city famous for rolling its sleeves up and getting things done.’

As one of the few (primarily) publicly funded business school among many privately funded international competitors, RSM embodies the ethos of social equality: that everybody deserves access to the best business education. A programme currently in development at RSM – Inclusive Prosperity – combines law, philosophy and business, and will exemplify this.

‘While our competitors may say similar things, when you put these aspects together,’ says Prof. Puntoni, ‘it is clear that we can live this mission better than our competitors.’

Quantifying progress
Outside of rankings, it is difficult for a business school to quantify its progress towards intangible goals such as creating socially aware leaders or contributing to the common good. But RSM now has a way to do this by utilising the 17 UN Sustainable Development Goals to benchmark, design, and communicate the school’s sustainability activities. The benefits of this approach are considerable. It breaks down a vast and complicated subject matter into clearly defined areas and goals. As a communication tool and an internal directive, it simplifies and clarifies, and gives the school a concrete way of measuring progress.

‘By linking our mission to the UN Sustainable Development Goals we will make the brand strong and believable and live up to our brand promise,’ says Prof. Puntoni. ‘It shows we mean business. I’ve never seen a business school talk about this as a tool for steering objectives, let alone do it.’

Faculty profile: Prof. Stefano Puntoni
WEB www.rsm.nl/people/stefano-puntoni
Personal change doesn’t just happen. You need a goal. Prof. Michaëla Schippers explains why it’s important to verbalise goals, and how she has incorporated goal-setting into RSM’s bachelor curriculum to help students achieve study success and realise their dreams.

Goal-setting really could change the world, says Michaëla Schippers, endowed professor of behaviour and performance management at RSM. Prof. Schippers always thought she wasn’t idealistic but goal-setting has changed this. ‘I noticed how much advantage students have from this exercise. Whether it’s experiencing less stress, studying hard, working hard, or doing something nice like helping a neighbour; these things give people a sense of fulfilment.’

It’s generally accepted that people with a purpose in life have a better immune system, lower stress hormones and live longer. But people don’t often give their purpose explicit thought. Guiding students through a series of questions helps them formulate their goals so they’re not just ideas and plans that may never become reality, she explains. Once you have a broad idea of what you want, you rank and prioritise these goals, and allot time to the most important ones.

From dream to reality
Prof. Schippers helps bachelor students set goals through an evidence-based, computerised goal-setting programme. ‘Children might say they want to become a firefighter, but it’s just an idea. We ask students what they want to learn in the next two to five years, and what’s important to them in terms
of family life, leisure time and in their career. But it all starts with dreams.’

When students get to part two in this goal-setting exercise they must define the plans, and come up with back-up plans. ‘You need a mental rehearsal of what you will do after a setback, and monitor progress towards your goal. If you want to become an Olympic champion, you’ve reached it when you win. But to get there you need sub-goals, so what are the steps in between?’ Prof. Schippers and her colleagues call this a goal achievement plan. ‘You need this to make your goals a reality.’

A structured approach
Life goals are less specific than assignments or deadlines. To attain the ideal future, you need to define six to eight main goals to describe your plan, says Prof. Schippers. Goal-setting in someone’s first year of university works in the longer term because the goal-setting exercise sets you on the right path, which gets recursive. ‘Professionals should also revisit their goals now and then. There are so many options nowadays, and jobs change. If you put aside four to six hours to take part in this structured exercise, it can lead to a different path in your life. It’s worth doing this.’

On a mission
Being “a force for positive change” is only now an official part of RSM’s mission, but the precedent was set in 2009 with I WILL, and since 2011 goal-setting has become part of the curriculum.

Both initiatives have proved that this is the way to go for the school because it benefits the community, business and students. Prof. Schippers says structured goal-setting has boosted academic achievements and increased retention rates. Also, the gap in performance between men and women, and for ethnic minorities versus nationals, became considerably smaller among those who set goals, leading to an increase in study success among all groups.

More than 10,000 members of the RSM community and corporate friends have reinforced their goals for the future by making I WILL statements as a public declaration for positive change. Although you need the whole goal-setting trajectory, for I WILL you choose one important goal, says Prof. Schippers. ‘It’s a psychological mechanism: by publicly committing to a goal, you feel like you can’t skip it. So it’s easier to attain because you feel like you have to.’

New directions
One year after Prof. Schippers implemented goal-setting at RSM in 2011, a number of faculties at Erasmus University Rotterdam started a pilot scheme in which students would only pass to the second year if they completed all study credits within the first.

‘To make sure you achieve your objectives you need a good plan and to stick to it,’ she says. ‘If you set a clear goal, this is where your interest lies. If it fails, reflect and work on new goals. If your circumstances change, contemplate whether your old goals are still valid, or whether you should make new ones.’

If a goal is obstructed, this should have a positive effect on verbalising a new goal. ‘It’s okay to grieve, feel depressed and put it in place,’ Prof. Schippers explains. ‘Then ask yourself what your new direction is. You can then revisit your goal and try elsewhere. Make a new goal achievement plan for this. If one road doesn’t work, choose another road.’

Prof. Schippers says it would be great if everyone in the world had a goal. ‘Communities would look different. There’d be fewer people without goals or prospects.’ She concludes: ‘People don’t realise how much power they have to create their own world. You have more influence than you think.’

“People don’t realise how much power they have to create their own world. You have more influence than you think.”
Prof. Michaéla Schippers

For more information about RSM’s I WILL initiative and to access the more than 10,000 I WILL statements made so far, visit WEB www.rsm.nl/iwilleveryone
Using your contactless bank card to “touch in, touch out” on a city’s bus or metro system without buying a ticket or travel card is experiencing a smart city in action. Smart cities use digital technology to integrate people’s needs with city infrastructure while addressing major societal challenges, such as the transition to sustainable energy, or even tackling crime. The benefits to society, including business, are many.

Dr Tobias Brandt researches the development of smart cities – particularly the challenge of making energy and transport more efficient. The assistant professor is a member of RSM’s Erasmus Centre for Future Energy Business (ECFEB) contributing to the RUGGEDISED consortium that aims to transform the Hart van Zuid area of Rotterdam into a smart city in the next five years using a grant from the EU’s Horizon 2020 fund. Underpinning the project is the collection and exchange of information – big data – that can drive the transition to renewable and optimised sources of energy. The RUGGEDISED project centres on a local exchange of energy, but is based on an exchange of information. Smart city technology could improve the daily lives of Europe’s growing urban populations while combatting climate change. Business can benefit too, not only from more efficient city infrastructures, but also from the big data originating from power usage, public transport, and smartphones.

In Rotterdam, the Hart van Zuid’s landmark buildings will share energy generated from solar panels, urban wind turbines, heat-cold storage installations and energy retrieval from sewers and pavements, making large strides towards zero CO2 emissions.

City-wide planning
Pex Langenberg, Rotterdam’s deputy mayor and the city councillor responsible for mobility, sustainability and culture, says that: ‘The Hart van Zuid project is a real test case; other cities can learn and replicate it.’ He says the objective is to implement it city-wide in Rotterdam. The city’s smart management of waste is already scaling up, and Langenberg identified smart-charging parking lots in other city areas as another quick win for the smart city.

Langenberg says businesses and other organisations can help to accelerate the growth of smart cities when they adopt open standards and open in-
frastructures. ’Rotterdam needs the participation of business and knowledge institutes to secure the lessons learned, implement the structures smoothly and provide guidelines for further scale-up of the tested solutions in neighbourhoods, city-wide and preferably region-wide or even nationwide,’ he says. Understanding the new business models is important for businesses hoping to jump on board. ‘Develop and share, with clear objectives and a long-term relationship in mind. Be straightforward about your data and your standards,’ he advises.

‘Availability of data is the key,’ agrees Brandt. Immense amounts are collected by businesses, industries and cities from smartphone users, traffic movements, and power use. Urban data analytics is the buzzword, says Brandt, but many cities and businesses don’t yet know how to deal with the data to make a sustainable business model from open or proprietary data.

Factories, businesses, and houses usually optimise their own operations, but something changes with a smart city approach, because at its heart is the market mechanism that enables exchange of information within a microgrid (a small, locally supplied intelligent electricity network). Incentives such as energy discounts at specific times allow the power supply for businesses and homes to be aligned and co-ordinated for power-hungry actions such as industrial processes or charging up electric vehicles.

Getting the idea adopted in the first place is a challenge. When it’s more convenient to use public transport, people are more likely to do so. If residents don’t notice the effects or understand neither the goal nor the potential, and if some businesses benefit earlier than others, then smart cities can’t automatically rely on stakeholders’ enthusiasm.

‘The whole city has to know about the neighbourhood project,’ says Brandt. For the Hart van Zuid project to be successful and to spread, it’s key to communicate why optimising energy is necessary, and how improving the city as a whole is possible.

### Six cities

Rotterdam is one of six cities within the RUGGEDISED consortium using ICT to integrate energy provision and e-mobility, and to create sustainable urban spaces. The others are – Glasgow in the UK and Umeå in Sweden – plus three follower cities seeking to replicate the results: Brno in the Czech Republic, Gdansk in Poland and Parma in Italy.

‘No-one knows exactly what financial pay-off there will be, but first, cities must want to try it,’ says Brandt. Initial pay-off may become apparent within a couple of years. Promoting the city’s stimulating atmosphere for sustainable economic development will help to gain the support of businesses. Furthermore, the potential benefits from big, open data go beyond energy and mobility. For instance, the data can be used for predicting where cities should direct their tourism budgets, for visualising crime hotspots such as pickpocketing, or for local businesses using targeted advertising to reach smartphone users.

The city’s government also needs to keep an open mind, says Pex Langenberg. Almost every part of a smart city will evolve during the next two decades, so the city’s organisation needs to change too.’ In the Netherlands, there’s encouragement from the government, which has introduced its omgevingswet (integrated environmental licence). ‘It’s a good example of the intention to simplify rules for spatial development,’ he says.

There’s no doubt that smart city projects like RUGGEDISED are a good thing for society, but it’s essential to make sure that all stakeholders see just how good if they are to embrace and support them.

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*The Hart van Zuid project is a real test case; other cities can learn and replicate it.*

Pex Langenberg, deputy mayor, Rotterdam
Finding the right kind of opportunity can be a challenge, Palazzi allows, but an interesting one. “It is of course not always easy to do it in a sustainable way financially but it can be done. This is where in a way the fun is, in the sense of being able to build a model that works financially and also works in providing for essential societal needs.”

The 58-year-old Italian-born Amsterdam resident has been trying to bridge that gap since his days as an economics and business student in the 1980s and early 1990s, back when most business schools still preached the dogma of shareholder value.

The son of an entrepreneurial engineer and the grandson of a judge, Palazzi grew up taking part in family discussions that ranged broadly, drawing no clear lines between business, ethics, or ideas. When he started studying economics as an undergraduate in the United Kingdom, he found he could not easily separate business from the social realm. “The economics didn’t make sense to me. I was looking for “hey, where are ethics? Where are values? Where are things like welfare and well-being?” he says.

Meanwhile, his family’s far-sightedness served him well: while he was still in his early 20s, Palazzi and his father built a business in environmental diagnostics, a service that served both his father’s concern about environmental destruction and filled a regulatory need for better tests.

It also led him to a pioneering dissertation at London Business School, where he wrote one of the first studies about how business and the non-profit sector might work more closely together. His thesis showed the Save the Children fund how it could work with private companies to promote child welfare, giving the global NGO a blueprint that it continues to follow today.

Next came two books on what Palazzi calls the “civic economy”, and in 1989, while an MBA student at RSM, he co-

“...when I went to business school, I wasn’t looking for a career. I was looking to do something meaningful in my life.” Marcello Palazzi
Marcello Palazzi founded the Progressio Foundation with clean-tech investor Paul Kloppenborg. ‘We were rejecting this black and white thinking that business is there to make money, government is there to promote the public good, and society is there to be like a kind of activist or watchdog,’ he says.

As out of step as that might have seemed with the times, Palazzi insists that the economists were actually out of step with reality. Deep down, he argues, most people have always thought about multiple stakeholders. ‘Virtually everyone in society, everyone who is more or less in a position of leadership or entrepreneurship, is both thinking about themselves and their private interests but also about the interests of their community, their society, or the world,’ he argues. ‘In a way it’s very simple but I think it has profound implications for economics,’ he says.

For the past three years, Palazzi has concentrated mostly on spreading the Benefit Corporation gospel. B-Corps, as they are generally known, have a special kind of corporate structure that focuses on providing benefits not just for shareholders, but also for all its stakeholders, including society.

B-Corps’ broader emphasis comes easily to Palazzi. Unlike many business school students, Palazzi never focused on building a conventional career. ‘I never thought about a career,’ he says. ‘Even when I was 26-27 years old, when I went to business school, I wasn’t looking for a career. I was looking to do something meaningful in my life.’

But not having a career in mind doesn’t mean he ever lacked a sense of direction. ‘I have three kids... I’ve been trying to help them navigate their early working years, and I tell them it’s very important to have a trajectory. I always had a trajectory – I always knew that my space was this civic economy space, between economics and ethics or entrepreneurship and ethics. Every day, even this morning, I woke up and I was reading stuff and I still say this is really my thing. If you have a clear sense of direction, then you can do anything, because basically you’re always following your North Star.’

For future social entrepreneurs, Palazzi recommends a double education. First, get a good business education. ‘I think that economics, entrepreneurship, business, in a way, are a fantastic preparation for life because basically, once you know a bit of economics, a bit of entrepreneurship, you can do anything – you can run a restaurant, you can sell a country, you can do anything.’

Second, go see the world. ‘A lot of business people are not knowledgeable about societal issues, about what goes on outside the strict confines of business,’ Palazzi points out. ‘If you have that kind of wider understanding and knowledge, there are lots of opportunities out there.’

Information about the activities of the Progressio Foundation can be found at www.progressiofoundation.org
INSPIRING ALUMNI / IN ACTION

YOUNG ENTREPRENEURS
DRIVING THE PACE OF PROGRESS

Four committed RSM alumni. Four original business ideas. Four fresh perspectives on what it takes to follow your dreams and make your ambitions a reality. RSM Outlook spoke with Emilita Fernandes, Yvette Koppert, Ralph de Groot, and Pieter Levels about the professional and personal paths taken to become the change-makers they are today that recently saw them feature in “The 50 young entrepreneurial talents of 2017” published by Dutch national newspaper Het Financieele Dagblad.

STORY BY KEVIN TITMAN

The women driver

Emilita Fernandes (MSc Human Resource Management 2012) – founder, Mama Taxi

‘It might sound clichéd but you need to be more than 100 per cent devoted to make your business dream come true’, begins Emilita, whose ambition to set up a taxi firm named after her grandmother and staffed by female-only drivers began back in 2014.

Following a career in banking at ING, Emilita took her desire to combine profit margins with social engagement a step further by launching her own venture, one which has now quite literally been on the road since February 2016. Today the Rotterdam-based company offers clients a fleet of all-electric luxury cars and states on its website that: ‘Mama Taxi is a private, all-female taxi service. Our drivers work for business executives, private individuals, officials from the world of politics and the diplomatic corps.’

As Emilita can attest, every good entrepreneur needs to be surrounded by the right people, be it staff or those off whom to bounce ideas in order to make the right decisions for positive change.

‘The idea was very much my own but since the creation of Mama Taxi I have set in place an Advisory Board. I use them as a sounding board for expert advice on all kinds of matters, from acquisitions and outsourcing decisions through to investment strategy and communications.’

Whilst female empowerment via the opportunities provided by Mama Taxi is one of Emilita’s self-proclaimed goals, she also has the future career of each of her employees firmly in mind, as reflected in her management style and the longer-term goals of the company.

‘I like to mix a hard and soft approach to leadership when and where required. That said, I make a special effort to get to know each member of staff personally and to see where their time at Mama Taxi may take them in the future. I like to think that the communications, etiquette and hospitality skills that they will acquire in their time with us will serve them well in the future, in the event of them moving on to another job.’ It seems safe to say that the inspiration provided by Emilita will encourage other women to “change destination” as the company’s tagline underlines.

WEB www.mama-taxi.com
The switched-on leader

Yvette Koppert (BSc Business Administration and MSc Finance & Investments 2013) – co-founder and CFO, Gerrard Street

Ever wondered just how the younger generation is suddenly cash-rich enough to spend on headphones what one might normally spend on an entire stereo system? Well, to address the problem for those who would never spend such an amount on headphones upfront but have a desire for top-notch products, Yvette Koppert (pictured below) has devised a service that answers the financial question whilst tapping into a whole host of recycling possibilities. What’s more, the system is flexibility in a nutshell. For a nominal €8 monthly fee, customers can hire modular high-end headphones in a service that also includes repairs and updates.

Even better, still-working parts from broken products can be reused to make new headphones. ‘We started two years ago and, to my knowledge, there is no precursor to the service in the consumer electronics sector. There is a clear demand for this kind of product but we also need to be realistic about cost and the potential environmental effect, hence why the recycling dimension is so important to the project.’

Since launching, Gerrard Street has already garnered an impressive 700 customers. The plan is to branch out the service based upon the same model but by integrating new, additional products. For Yvette, this will put her way of doing business truly to the test. ‘I’ve always worked on the premise that you shouldn’t over-think a project at the outset, hence the ultimate simplicity on which Gerrard Street is based. However, I’m always ready and willing to correct things along the way, provided the right investment is in place to begin with and operations are timed properly.’

With the help of three coaches, Yvette is clear as to her priorities. ‘Following our initial success we need to scale operations up. This, though, will not change the way I seek to lead my team – social relations with my colleagues are crucial, not necessarily in order to be their best friends but to ensure that their strengths are leveraged rather than focusing on weaknesses.’ Given how fast-moving and ever-changing the product line is in which Gerrard Street is creating its own niche, such a flexible approach to management should be music to the ears of the burgeoning company’s staff and customers alike.

“...we also need to be realistic about cost and the potential environmental effect, hence why the recycling dimension is so important to the project.”
Yvette Koppert

WEB gerrardst.nl
The business feeder

Ralph de Groot (BSc Business Administration and MSc Strategic Entrepreneurship 2015) – co-founder, Restoranto

At a time when food shortages are chronic in many parts of the world and food waste ever more serious in more affluent regions, what better way to tackle both problems than by trying to encourage consumers in the latter situation to contribute to improving the former? Better still, why not encourage restaurant-goers to buy into this idea by offering them discounts if they eat at restaurants participating in such a scheme, each of which contributes a meal to people in greater need for every order placed? Such is the principle on which Ralph founded his app-based project Restoranto back in June 2016.

'I saw this as not only as my own response to food waste but also a way of trying to get diners and restaurants engaged in the process. We can all make our own small contribution in one way or another and via the handy app that we have developed. It couldn’t be much simpler,' explains Ralph. The idea has caught on quickly, with 100 establishments in the Rotterdam area already participating in the scheme, a figure that Ralph hopes to see rise to 800 by the summer of 2017. However, he is very much aware of the personal as well as business challenge this will entail. 'I’ve always been a positive, easy-going kind of person, but since I launched Restoranto I’ve been faced with my fair share of sleepless nights as I handle the pressure of starting and managing my own venture from scratch.'

Backed by advice and support from his former RSM teachers, Ralph is concentrating his efforts not only upon business development but also on achieving sounder financial stability in order to take Restoranto to a new level. To do so, he retains a clear leadership philosophy about how to drive his company forwards. ‘The potential to learn is constant; so I make sure I involve all my colleagues in a truly democratic process.”

Ralph de Groot

WEB restoranto.com
The nomad lifestyler

Pieter Levels (MSc Business Administration 2012) – founder, Nomad List

The digital age not only presents new opportunities for companies, but also challenges to traditional, more static ways of running a business. People are constantly on the move, to the extent that working from a fixed point within a specific company is no longer a pre-requisite for success. It was with this in mind that Pieter packed his belongings into a rucksack and headed for Asia on a journey that has seen him set up and run his own online business from such destinations as Bangkok, Singapore, Beijing, Seoul, and Tokyo. His goal – to help fellow nomads track down low-cost places around the world from which to work on whatever business project takes their fancy.

‘In the early days I was inspired by the many success stories I had read about on the website Hacker News. The seeds for the project were sown back in August 2014 through a simple spreadsheet providing information on cost of living, safety and internet speed that I shared on Twitter,’ begins Pieter. ‘Within the space of a week, I had 1,000 followers exploring the data I had published on 250 cities.’

It seems safe to say the now fully-dedicated online platform has exploded since, with 100,000 data points on 1,000 cities and monthly visits to the Nomad List site in the region of 400,000 – all the fruits of labour that has cost Pieter very little in terms of overheads but rather more in terms of personal sacrifice. ‘The flexibility that both the service and the nomad way of doing business offers is great but for me personally it hasn’t been glamorous or flamboyant – I have had to forego my social life in order to dedicate myself 100 per cent. This is no side project but a whole new way of life for the time being.’

Whilst the operation itself and the type of businesses it supports are virtual by nature, the aim is to push operations forward by organising physical events for fellow nomads in the form of “soft-landing” programmes. These will be designed to prepare those starting out for the opportunities and pitfalls of the professional existence that awaits them. In so doing, Pieter hopes in his ‘non-chosen leader role’ (to quote the man himself) that Nomad Life will soon be in a position to provide training and bring into direct contact people who will then branch out personally, professionally and geographically to do business all around the world, when they want and from where they want.

WEB nomadlist.com
EMPOWERING PEOPLE THROUGH TECH SOLUTIONS

RSM student Teodor Cătănicu is the 21-year-old founder of two non-profit organisations that crowdsource tech solutions to address human problems. He speaks with RSM Outlook about coding boot camps for refugees, Silicon Valley, and out-working everyone.

 STORY BY IMOGEN MOORE PHOTO JOKE SCHUT

Just as the four alumni in the previous article featured in Het Financieele Dagblad’s 50 young entrepreneurial talents of 2017, so too did Teodor Cătănicu. Additionally, Forbes Romania has recognised this rising young star as one of the country’s brightest young entrepreneurs, innovators and game changers in its annual “30 Under 30” list.

A conversation with Teodor Cătănicu is startling for its almost total absence of verbal fillers like ‘um’ or ‘er.’ Even more interesting is that Cătănicu seems completely unaware of this unusual trait. He’s too busy sharing his thoughts in the same way he does everything else: at breakneck speed, with passion, and a big dose of self-deprecating humour.

‘My father is a mathematician and my mother is a businesswoman, so of course I have no genes for sports,’ he says. Cătănicu loves to make himself the punchline of a joke so it’s no surprise that he’s laughing when he says, ‘My Brazilian Jiu-Jitsu club uses me as an example of failure, really! I went to five competitions and was knocked out in the first couple of rounds every time.’

The fact that he became national champion in his sixth competition is shared later, almost as an after-thought. ‘No matter how much I sucked, I kept working at it. I might not be the best coder, the best business person, the best athlete, but I can out-work everybody!’ The ability to out-work everybody has served Cătănicu well in his latestendeavour: Restart Network, a coding boot camp offered at no cost to documented asylum seekers in the Netherlands.

Cătănicu has first-hand experience of coding boot camps. At 17 years old, ‘the age when you stop asking permission to go to the bathroom and start answering the question “What are you going to do with your entire future?”’ he knew that he loved to solve problems, specifically using technology. Although enrolled in a business school, the curriculum at the time wasn’t quite providing the hands-on experience that best suited him. ‘At that time I felt like school was not giving me a way to touch the world, to leave a dent. Now I am taking HR classes at RSM and can immediately use what I learn when interviewing applicants or staff for Restart.’

Silicon Valley called to Cătănicu, specifically a three-month coding boot camp where all participants spent 12 hours a day doing nothing but solving real-world problems through code. ‘I calculated that it would take seven years for someone earning an average salary in my country [Romania] to save US$10,000 for a boot camp like this. So I thought, why not offer it for free to people who can’t afford it?’

And so Turing Society was born, a non-profit organisation offering boot camps,
events and meet-ups to anyone interested in solving problems through tech. ‘It’s humbling to see what members of this society are doing. In Lithuania last year they had the prime minister show up to an event. It’s crazy! I always tell my students that my ceiling is their floor.’

Restart Network is a refinement of Turing Society’s concept, aimed specifically at asylum seekers. ‘There are 900,000 refugees in Europe, and the IT industry in Europe has a shortage of one million workers. What if we could match some of those numbers together and be able to solve two big problems at the same time?’

Restart involves no traditional teaching, only identification and resolution of real problems. In other words, the things employers actually need. ‘Restart is crowdsourced, the industry drives the programme, and students really have the chance to learn from the brightest minds in the industry. One of our groups created a translation engine between Dutch and Tigrinya, the language of Eritrea. Google Translate doesn’t touch this language pairing so Eritrean refugees in the Netherlands have no easy way to translate Dutch. This is what we want to do, empower people to solve their own problems.’

Running Restart comes with its own challenges, big and small. From finding the space in which to teach with no working capital (neatly solved by literally knocking on doors and simply asking the right people) to helping students with families and jobs find the time for an intensive boot camp involving a lot of late nights and weekends working on group projects that can take time away from jobs or families. ‘Some people have little kids and some people have dogs. So we’re seeing if we can bring the kids and the dogs into class!’

So what’s next for this 21-year-old? ‘It’s important to stop and think, to make sure that you’re still going in the right direction. Start-ups are very founder-driven and I want Restart to get to a point where it is financially sustainable, where it doesn’t need me and I can put myself out of a job. Then I would like to take a couple of years off.’

Two years off, travelling perhaps, or lying in a hammock? ‘I think I’ll do an MBA.’

Information about Teodor Cătăniciu’s Turing Society and Restart Network can be found at WEB tsociety.io and restart.network
One thing leadership experts agree on: strong leadership starts with knowing yourself. Great leaders know their strengths and compensate for their weaknesses with the skills of those around them. Those leadership qualities of confidence, self-belief and purpose? They all spring from the same deep well: knowledge of who they are, where they are going, and how they are going to get there.

Given the importance of this quality, it is surprising how few of us have it.

‘Most of what we do in the business world is about getting things done,’ explains David Bond, an executive leadership coach and adjunct faculty member at RSM. ‘In the process we can lose track of who we are, what we value and what our real purpose is.’

RSM’s two MBA leadership retreats aim to change that. While introspection and self-discovery have long been important aspects of RSM’s MBA Personal Leadership Development, these electives aim to bring self-awareness to a whole new level. Learning is stripped back to the basics. No smart boards, laptops, or complex leadership theorem: just a group of 20 or so MBAs engaged in mindfulness, solitude, and story-telling against the sun-burnt backdrop of Catalunya in Spain, or Bergplaas in South Africa.

‘To navigate a world defined by VUCA (volatility, uncertainty, complexity and ambiguity) you need your own inner compass to help steer you,’ says David. ‘And that is what these electives are about.’

Daan Stam, associate professor of innovation management and academic director of the MBA programme, describes the new electives as life changers: ‘These are the moments when people change professions or start a business; when they realise who they want to be and come into their own as people and as leaders.’

Too busy to reflect

When Marijke Bakker, an Executive MBA alumna signed up for the week-long MBA leadership retreat in South
Africa in 2015, she had just completed two of the most intense years of her life: working full-time first at ProRail and later at Bombardier Transportation, while studying for her EMBA. She was full of inspiration and new ideas, but wanted time to think and reflect.

‘During an MBA, participants get a lot of new information in a very short amount of time,’ says Daan. ‘In normal life people don’t have the time to stop and reflect. We thought, “let’s give them the opportunity to do that” – to put all the pieces together at what is a major transition point in their lives.’

MBA and other alumni are also invited to take part in the retreats. While their careers are established, many are ready to revisit goals and prepare for the next phase of their career. This was the motive for alumnus Michel Welters (MBA 1992), who took part in the Catalunya elective. ‘I had been busy managing teams and companies for 16 years,’ he says. ‘Being a leader is first and foremost about who you are as a person and there were things I had been considering for the past six months that I needed to address.’

**Out of the classroom**

Star-gazing from the silent plains of the Karoo in South Africa might seem an unlikely place to develop skills that could make you stand out in the boardroom. But the space here is key, says David, who is the facilitator of the South African Leadership Retreat in the Bergplaas Nature Reserve. ‘The metaphor I use from Eastern philosophy is that you can’t see clearly if you keep stirring the muddy water,’ he says. ‘You must pause and let the mud settle. That means taking participants out of their daily lives to a space where they can slow down; where there is no internet, no email, only open spaces and nature.’

Slowing down and becoming mindful is the first part of the process, along with developing trusting relationships with other members of the group. Over the days, reflection becomes deeper.

‘These are the moments when people change professions or start a business; when they realise who they want to be and come into their own as people and as leaders.”

Daan Stam, MBA programme academic director
The intention, says David, is for people to recognise that they carry a lot of their own wisdom inside themselves: ‘Most people already know how they want to live their lives but have been distracted by other things.’

Participants spend time writing in journals, walking in nature, and reflecting in silence. Exercises expose them to different leadership styles, so they can identify which most resemble their own. Storytelling is another important technique, says David, which helps participants ‘recognise the narratives that have been shaping their thinking and then gives them the power to re-craft those stories.’

Participant Michel found an immense power in the sharing aspect of the Catalunya retreat. ‘Every day we would share personal things and after a while you become an open book. There is something very healing about this – you learn to accept yourself. You also learn trust, which is the number one rule when you work in teams: trusting someone enough to open up and be authentic.’

While it might sound like a utopia of relaxation, the experience can be confronting. ‘It was very powerful. Very intense,’ says Michel. ‘All these exercises make you confront yourself: you see what you like and what you don’t like. But I saw visible changes in people. It was incredible to see.’

Reconnecting with ourselves
Every person benefits from the experience in different ways, says David, but there are certain shared elements across the group. One of the most consistent is a stronger sense of confidence. ‘People can act out roles in the workplace but there is a different kind of confidence that comes from being in touch with the heart: it is a real sense of “I can be true to myself”,’ he says.

‘Once we start making choices consciously instead of unconsciously, we feel a sense of being in control and of purpose, which imbues us with confidence,’ explains Daan.

“ I realised with much greater clarity that I want to make a difference to the world. I used to think this required grand gestures. Now I can see how I can make positive changes in small ways...”

Marijke Bakker (EMBA 2015)
Marijke, who quit her job and started as a freelance project manager after the retreat, says: ‘It was during the retreat that I found the confidence to do this. Your perspective changes. I realised that the moments in my life I am most proud of have usually involved something I feared. Now I view stressful situations as opportunities for growth.’

‘Certain things have an immediate impact on you – others are a work in progress,’ says Michel. ‘I gained clarity on what I stand for. I had already sold my company and the retreat helped me decide on my new career. I know how much impact I can have by sharing personal experiences, and how I can adapt my communication and leadership style to different people.’

The personal growth that stems from this kind of experience, says Michel, is what can make all the difference in an individual’s management career. ‘Soft skill development is the most important aspect of your leadership development,’ he says. ‘When someone is not performing, it is most often to do with something on a personal level that is holding them back. This is a way of overcoming these obstacles.’

Finding a purpose

The goal of these retreats is not to turn MBAs into pioneers of social change or philanthropy. Yet most participants come to the realisation that their life’s purpose is about more than making money or hightailing the corporate ladder, says Daan: ‘Many students say, “I thought I came to RSM to get a better job; now I realise that, actually, I want to make a difference to the world!”’

‘The perspective that comes with getting away from the material world often includes realisations of simple things such as that they would like to spend more time with their family, or that what is important to them is actually making a contribution to the common good,’ says David.

For Marijke, this came to the fore during her time on the retreat: ‘I realised with much greater clarity that I want to make a difference to the world. I used to think this required grand gestures. Now I can see how I can make positive changes in small ways, like supporting my colleagues in their growth. And I can see it for my personal and professional life.’

Discovering that one is harbouring a desire to make a difference in the world is not a surprising outcome for Daan: ‘What gets people inspired and excited is not money but purpose: having an impact, changing the world. These are the things people realise when they reflect on what matters to them. Money is important, but what matters more is how they can get a more fulfilling life. This is part of what we want to achieve as a business school – to steer participants towards a career that will bring them fulfilment: a life with a purpose.’

More information about RSM’s leadership retreats can be found at [WEB www.rsm.nl/retreats]
FORTHCOMING EVENTS

JUNE/JULY
ERIM Summer School
Improve your skills this summer in one of six short courses at ERIM Summer School. These advanced doctoral-level courses aim to boost your data analysis skills or competences in the specific field of knowledge. Learn from prominent international academics in groups of up to 30 participants on topics from executive compensation to Bayesian analysis and qualitative research methods. Places are limited so register soon at www.erim.eur.nl/summerschool

2 JUNE
Welcoming new professors
We’ll be celebrating the inauguration of two female professors at RSM on campus in June. Prof. Vareska van de Vrande (above) will hold her inaugural address “Collaborative innovation: creating opportunities in a changing world” on Friday 2 June at 16:00. And Prof. Michaëla Schippers’ (below) inaugural address, which covers how reflection on life goals optimises performance and happiness, will take place on Friday 16 June at 16:00.

5 JUNE
Networking reception Shanghai
Are you in Shanghai in June? Discover business opportunities and meet professionals based in Shanghai along with alumni, faculty members and executive participants from RSM at our network reception. Special guest at this event will be the Mayor of Rotterdam, Ahmed Aboutaleb. For more information visit www.rsm.nl/alumni/events or email alumni@rsm.nl

15 JUNE & 6 JULY
Information evening part-time bedrijfskunde
Do you have any Dutch-speaking colleagues or friends interested in a business degree and ready for a next step in their career? Tell them about the Dutch-taught, two-year Parttime Master Bedrijfskunde programme. They can visit information sessions for this academic and practical part-time master programme with an international character on Thursday 15 June or Thursday 6 July. For more information visit www.rsm.nl/parttime-bedrijfskunde

17 JUNE
Your next career step
Join us for a one-day Career Boot Camp on Saturday 17 June in Rotterdam, organised exclusively for RSM alumni. Discover your passion, your suitability and what to do next by developing a new path towards your goals with the help of a professional coach. Spaces are limited! Register at email alumni@rsm.nl

17 JUNE
Share your MBA experience
Have you done an MBA at RSM? Share your stories with prospective students during our open day on Saturday 17 June. We’ll present our MBA programmes with mini masterclasses; you can be part of an MBA alumni panel and speak to business professionals during a networking lunch. Tell your colleagues about it too. To get involved, contact Chantal Dammann at email cdammann@rsm.nl or visit www.rsm.nl/mbaopenday

23 JUNE
Get-together in Madrid
Ready for some beer, sangria or soft drinks with Madrid-based alumni and students from RSM’s MSc Global Business & Sustainability? The students are visiting the Spanish capital for their study trip
and are keen to meet you on Friday 23 June. Let’s get together and reconnect. More information at
WEB www.rsm.nl/alumni/events or EMAIL alumni@rsm.nl

28 JUNE
Sustainability-minded alumni
Keen to connect with like-minded professionals and young talents with sustainable business at the top of their agendas? Share ideas with fellow alumni and students from RSM’s former MSc Global Business & Stakeholder Management and current MSc Global Business & Sustainability programmes. Join the evening event on campus on Wednesday 28 June. For more information, contact EMAIL alumni@rsm.nl

28-29 JUNE
Paths to zero carbon
Learn, network and share ideas at the Erasmus Energy Forum 2017 to discover paths to a zero carbon energy future. Confirmed speakers include Robert Phillips (Uber), Maria van der Hoeven (Clingendael International Energy Programme and former Dutch government minister), Felix Zhang (Envision Energy), Marc Bras (BMWi), and Catharine Rosenberg (University of Waterloo). Attend Science Day (28 June) and Business Day (29 June) to explore perspectives and practices in how to accelerate the energy transition. WEB www.erasmusenergyforum.com

JULY
Summer picnic in London
Enjoy the English summer at the annual London picnic for RSM alumni in July to see old classmates, make new connections and enjoy the summer. It usually takes place in The Regent’s Park, but contact us to find out more about the specific date and location. EMAIL alumni@rsm.nl
28 JULY – 5 AUGUST
**Sailing in the Aegean Sea**
Are you ready to sail under the Greek sun? Join MBA alumni and students from RSM and other top business schools for the RSM MBA Armada, hosted by the RSM Sailing Club. Don’t miss this chance to develop your networks and have fun in the beautiful setting of the Sporades archipelago. More information at [WEB](www.rsmsailing.com)

31 AUGUST – 2 SEPTEMBER
**RSM MBA Regatta**
All aboard! Reunite with alumni and meet MBA students in Medemblik, the Netherlands, at the RSM MBA Regatta. This summer’s regatta promises to raise the level of competition for sailors from business schools worldwide. Expect 18 races per crew in three days of sailing in the strong winds of the IJsselmeer. Sign up at [WEB](www.rsmsailing.com)

SEPTEMBER
**Back by popular demand**
Innovation is hot, and essential. To keep you and your organisation on the ball, we’re adding an extra run of the New Business Development programme, starting in September. In eight evening masterclasses, you’ll learn why and how companies must rapidly create services and products that inspire stakeholders. Learn how to set out, implement and integrate innovative approaches and directions, and translate the increasing importance of your clients’ values into new business development. [WEB](www.rsm.nl/nbd)

SEPTEMBER
**Fresh communication skills**
No time for a part-time master in corporate communication, but need some fresh knowledge in this field? Learn through our Corporate Communication Centre’s portfolio of new and existing three-day courses, including Organisational Change (September), Digital Communication (October), and Thought Leadership (November). These courses are modules of the part-time Executive International MSc in Corporate Communication programme, or can be followed separately. [WEB](www.rsm.nl/corpcomm)

SEPTEMBER
**Alumni conference in India**
Good news for alumni based in India. Your Local Chapter is organising its first event, and it’s one not to miss. Join us in New Delhi in September for a one-day conference in which you’ll explore the Internet of Things and entrepreneurship, followed by a networking dinner to catch up. For more information, keep an eye on [WEB](www.rsm.nl/alumni/events) or contact us at [EMAIL](alumni@rsm.nl)

SEPTEMBER
**Snap up MBA professionals!**
Talented, nearly-graduated MBA students seeking employment will be ready to impress at the MBA Career Fair on campus on Friday 22 September. Connect with them through corporate games, a company stand or speed interviews to create company awareness, present job opportunities and talk to potential future employees. Learn how you can recruit the best for your organisation. For more information, visit [WEB](www.rsm.nl/corporatecareerevents) or contact Justin Sheehan at [EMAIL](jsheehan@rsm.nl)

28 SEPTEMBER
**Masterclass: women in leadership**
Are you keen to reflect on your own area of leadership, expand your knowledge base, interact with like-minded female professionals and expand your network? Join our Women in Business masterclass, led by Prof. Dianne Bevelander, on campus on Thursday 28 September. You will explore self-management, relationship management and network management, and learn how to use your leadership skills.

ONGOING
**ALUMNI ACTIVITIES NEAR YOU**
A summer reunion in Milan? An entrepreneurship event in Singapore? A networking dinner in Washington DC? Around the world, alumni organise all kinds of events to get together to build their networks, keep learning and stay connected while having fun. Discover the RSM Alumni Local Chapter calendar for activities near you at [WEB](www.rsm.nl/alumni) or contact us at [EMAIL](alumni@rsm.nl)
Back to school: MBA elective courses
Welcome back! MBA alumni can take part in selected elective courses that are offered to our full-time and executive MBA students this autumn. Course topics will include strategic finance and value creation, enhancing creative, and intellectual property as a strategic business tool. If you’re an MBA alumnus, you’ll receive an email about this from the Alumni Relations Office this summer.

3 October
Boosting careers through networking
Female leaders can benefit from our new, one-day RSM Executive Education programme The Strength of Networking: Enhancing your Career, which starts in October. Dr Karen Stephenson will reveal how business networks can positively affect your leadership style and communication strategies. This can result in higher visibility and an increase in your promotional opportunities. Learn how to identify key indicators of networking behaviour in your organisation, and advance your own career effectively.

18 August
MBA networking in Amsterdam
Recruit young professionals and bring top talent to your company through the RSM Job Board. Grab this opportunity to:
- post your job or internship vacancy on our online job board
- reach thousands of international and Dutch students and alumni from RSM’s bachelor, master and MBA programmes – and browse the online CV database.

Contact us to find out how your organisation can prepare for the future with our students’ new and valuable ideas. More information at jobboard.rsm.nl, or contact us via careerservices@rsm.nl or +31 10 408 2010.

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JOBBOARD.RSM.NL

ROTTERDAM SCHOOL OF MANAGEMENT
ERASMUS UNIVERSITY
NEWS / EVENTS ROUND-UP

FORTHCOMING EVENTS

5-6 OCTOBER
**Ethical leadership in business**
Unethical business practices are easy to find and seem to re-occur across all industries. In RSM Executive Education’s new two-day programme Ethical Leadership in Business, you will learn when, how and why people behave unethically and understand how this can be prevented. [WEB](www.rsm.nl/elb)

6 OCTOBER
**Positive profitable change**
How can companies investigate societal and ecological returns on investments just as they’ve done with financial models? At the annual RSM Leadership Summit in Rotterdam on Friday 6 October, you can explore how organisations can be a force for positive change while staying profitable. Join alumni, corporate friends, students and academics during presentations and roundtable discussions. Speakers will include alumnus Feike Sijbesma (CEO DSM). [WEB](www.rsm.nl/summit)

6-7 OCTOBER
**MBA alumni reunion**
Did you graduate in 1987, 1992, 1997, 2002, 2007 or 2012? Then it’s your turn for the RSM MBA Alumni Reunion. Start on Friday 6 October with high-profile corporate speakers, leading academics and the latest business insights at the RSM Leadership Summit and continue through the weekend with social activities in Rotterdam. Catch up with classmates, reflect on old times and create new memories. For more information [EMAIL](alumni@rsm.nl) or [WEB](www.rsm.nl/mbareunion)

NOVEMBER
**Recruit top talent**
Young professionals keen to kick off their careers in a range of business disciplines are ready to meet recruiters during STAR Management Week in November 2017. Companies can present themselves to around a thousand bachelor and master students at this inspiring two-week recruitment event. Find out more at [WEB](rsmstar.nl/smw) or [EMAIL](smw.commercial@rsmstar.nl)

NOVEMBER
**Change management programme**
Change initiatives are often long processes with high costs, and achieve less than intended. In RSM Executive Education’s new Change Management programme, you will learn how to lead change successfully. You’ll learn the theoretical background and the practical know-how to transparently plan, implement and evaluate complex change processes. [WEB](www.rsm.nl/cm)

WINTER
**I WILL Award 2018**
Feeling inspired after reading this issue of RSM Outlook? You have until January to submit your world-class plan showing willpower, ambition and a desire to be a force for positive change for the I WILL Award competition 2018. How will you put this ambitious plan into action? Keep an eye on the website for information about submitting your entry for the €15,000 prize. [WEB](www.rsm.nl/iwillaward)

Discover more events at [WEB](www.rsm.nl/events)
## EXECUTIVE EDUCATION
### OPEN PROGRAMMES 2017

From young managers to senior executives, everyone can gain new perspectives and skills in RSM’s open and customised programmes. Our goal is to enable you with new tools, skills and knowledge that you can use immediately, for real impact. Discover the programmes we offer in the second half of 2017. RSM and Erasmus University alumni are offered a 10 per cent discount. [www.rsm.nl/open](http://www.rsm.nl/open)

### JUNE

<table>
<thead>
<tr>
<th>Date</th>
<th>Program</th>
<th>Duration</th>
<th>Website</th>
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<tbody>
<tr>
<td>7 June</td>
<td>Project Management in Practice</td>
<td>3 days</td>
<td><a href="http://www.rsm.nl/pm">www.rsm.nl/pm</a></td>
</tr>
<tr>
<td>19 June</td>
<td>Diploma Programme in Business Management and Leadership</td>
<td>11 days</td>
<td><a href="http://www.rsm.nl/bml">www.rsm.nl/bml</a></td>
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<tr>
<td></td>
<td>Negotiating for Women: the Key to Career Success</td>
<td>1 day</td>
<td><a href="http://www.rsm.nl/nfw">www.rsm.nl/nfw</a></td>
</tr>
<tr>
<td>29 June</td>
<td>The Power of Presence</td>
<td>2 days</td>
<td><a href="http://www.rsm.nl/pp">www.rsm.nl/pp</a></td>
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### AUGUST

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<tr>
<th>Date</th>
<th>Program</th>
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<tbody>
<tr>
<td>24 August</td>
<td>Finance for Non-Financial Managers</td>
<td>2 days</td>
<td><a href="http://www.rsm.nl/fnf">www.rsm.nl/fnf</a></td>
</tr>
<tr>
<td>30 August</td>
<td>Essentials of Leadership</td>
<td>3 days</td>
<td><a href="http://www.rsm.nl/el">www.rsm.nl/el</a></td>
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### SEPTEMBER

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<th>Date</th>
<th>Program</th>
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<tbody>
<tr>
<td>5 September</td>
<td>5 September Effective Negotiating Skills</td>
<td>3 days</td>
<td><a href="http://www.rsm.nl/ns">www.rsm.nl/ns</a></td>
</tr>
<tr>
<td>14 September</td>
<td>The Power of Storytelling</td>
<td>1 day</td>
<td><a href="http://www.rsm.nl/ps">www.rsm.nl/ps</a></td>
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<tr>
<td>18 September</td>
<td>Brand Strategy</td>
<td>2 days</td>
<td><a href="http://www.rsm.nl/bstr">www.rsm.nl/bstr</a></td>
</tr>
<tr>
<td>21 September</td>
<td>Women in Leadership</td>
<td>2 days</td>
<td><a href="http://www.rsm.nl/wl">www.rsm.nl/wl</a></td>
</tr>
<tr>
<td>25 September</td>
<td>Advanced Management and Leadership Programme</td>
<td>11 days</td>
<td><a href="http://www.rsm.nl/amlp">www.rsm.nl/amlp</a></td>
</tr>
<tr>
<td>28 September</td>
<td>Erasmus Executive Programme in Strategic Management</td>
<td>11 evening sessions</td>
<td><a href="http://www.rsm.nl/esm">www.rsm.nl/esm</a></td>
</tr>
<tr>
<td>28 September</td>
<td>New Business Development</td>
<td>10 sessions</td>
<td><a href="http://www.rsm.nl/nbd">www.rsm.nl/nbd</a></td>
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### OCTOBER

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<tr>
<th>Date</th>
<th>Program</th>
<th>Duration</th>
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<tbody>
<tr>
<td>5 October</td>
<td>The Strategy Consultants’ Approach to Problem Solving</td>
<td>2 days</td>
<td><a href="http://www.rsm.nl/sca">www.rsm.nl/sca</a></td>
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<tr>
<td>9 October</td>
<td>Essentials of Business Valuation</td>
<td>2 days</td>
<td><a href="http://www.rsm.nl/ebv">www.rsm.nl/ebv</a></td>
</tr>
<tr>
<td>16 October</td>
<td>Communication with Power and Impact for Women</td>
<td>1 day</td>
<td><a href="http://www.rsm.nl/cfw">www.rsm.nl/cfw</a></td>
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<tr>
<td>19 October</td>
<td>Essentials of Coaching</td>
<td>2 days</td>
<td><a href="http://www.rsm.nl/eoc">www.rsm.nl/eoc</a></td>
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### NOVEMBER

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<th>Date</th>
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<tr>
<td>6 November</td>
<td>Business Model Innovation</td>
<td>3 days</td>
<td><a href="http://www.rsm.nl/bmi">www.rsm.nl/bmi</a></td>
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<tr>
<td>20 November</td>
<td>Strategic Account Management</td>
<td>3 days</td>
<td><a href="http://www.rsm.nl/sam">www.rsm.nl/sam</a></td>
</tr>
<tr>
<td>22 November</td>
<td>Finance for Senior Managers</td>
<td>3 days</td>
<td><a href="http://www.rsm.nl/fsm">www.rsm.nl/fsm</a></td>
</tr>
<tr>
<td>11 December</td>
<td>HR Strategy and Effectiveness</td>
<td>3 days</td>
<td><a href="http://www.rsm.nl/hre">www.rsm.nl/hre</a></td>
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### DECEMBER

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<th>Date</th>
<th>Program</th>
<th>Duration</th>
<th>Website</th>
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<tr>
<td>20 November</td>
<td>Detailed descriptions of the programmes can be found at <a href="http://www.rsm.nl/open">www.rsm.nl/open</a> Please note dates can be subject to change.</td>
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“I like being inspired from different angles outside of my area of expertise and bring new elements into my job to become better and inspire people around me. RSM Executive Education complements my MBA experience. It’s short and focuses on developing specific knowledge. I liked the group aspect, learning with people from different industries, bouncing ideas, and leaving enriched in many ways — in terms of content and experience. And returning to campus gave me a warm feeling of being back at home. I can’t wait to take another class and be back again!”

Here’s a round-up of alumni activities – and active alumni – paving the way for positive change. You can find more ways to join in at www.rsm.nl/alumni/giving-back

**Erasmus Charity Run**
What an achievement! More than 500 alumni, students and staff from Erasmus University Rotterdam joined the Erasmus Charity Run in the quarter and full marathon, raising funds for scholarships for disadvantaged, young talents. As a team, they ran a total of 6,298.2 km, and raised €31,171 for the Erasmus Trustfonds.

**Thanks for helping**
Thanks to all alumni who helped our first-year bachelor students produce strategic business plans in April. Around 60 alumni volunteers acted as “management board members”, sharing valuable real business experiences, and giving feedback to redefine the plans. You’re all invited to the final of the Strategic Business Plan Award 2017 on 28 September – a good time to get some inspiration back from the students’ great ideas. Will you join? Let us know via alumni@rsm.nl

**Making it real**
As RSM Outlook goes to press, three alumni are putting together another annual Alumni Leadership Weekend in Germany. Markus Lodensäter (FT MBA2013), Katharina Holch (FTMBA 2010) and Claudia Schneider (BScIBA 2009 and MScBA Strategic Management 2010) say they want to contribute to a stronger RSM network: ‘Every great initiative needs an idea, someone to invest their time, brain and heart to make it real, and – most importantly – everyone else to join.’ Other Local Chapters are planning more. Contact Meta Haag-Mikec in the Alumni Relations team mmikec@rsm.nl

**An extra scholarship place**
Alumnus Jan-Paul Vegt (MSc in Finance & Investments 2009) and Yonggao Liu (ESE’s Master Marketing 2009) have added another scholarship to the two existing G&D Europe Scholarship places, which means they have added an award for a Chinese bachelor student every year since the scholarship was founded as the Ekobaby Scholarship in 2015. The selection process to find three deserving candidates is now underway. The award is worth €3,000 per student per year. Contact Nicole Eshuis at rsmfund@rsm.nl

**Scholarships for refugees**
Two scholarships for refugees have been confirmed for September 2017. The PMB UAF fund recently received €3,500 raised by RSM staff and a €7,000 gift from the Executive Board in honour of former President of the EUR Executive Board, Pauline van de Meer Mohr. The awards are worth €13,000 each towards the Parttime Master Bedrijfskunde programme. It is hoped they will become self-sustaining through donors, crowdfunding and sponsorship. Contact Nicole Eshuis at rsmfund@rsm.nl

**More backers for spirit scholarship**
The founders of the Entrepreneurial Spirit Scholarship have been joined by two other backers. Alexandre Monéton (MSCIM/CEMS 2014) and Jasper Buntinx (MScF&I 2014) have teamed up with Jasper van Delft (BScIBA 2012) and Justus Hacke (BScIBA 2012). All four alumni say they value their RSM IBA education and the international network that it generated for them. Selection is underway for the €2,600 per year award, which includes business start-up mentoring. Contact Nicole Eshuis at rsmfund@rsm.nl

**Can you meet our applicants?**
You can help to attract the brightest minds to RSM wherever you are in the world. We rely on local alumni to tell our story, for example at educational fairs where your experience of “the RSM journey” can help potential students, or by meeting potential MBA candidates, interviewing them and reporting back to us. Contact Meta Haag-Mikec at mmikec@rsm.nl

**Personal experience**
The recent global residency for the ONEMBA2018 cohort in March heard from ING’s Global Head of HR Projects Camilla Schwartz-Björkqvist, herself an alumna of the programme from 2010. She spoke from both a professional viewpoint and from personal experience. If you are interested in being an alumni speaker at a programme opening or graduations, contact Irene Broekmans at ibroekmans@rsm.nl

**From RSM to Silicon Valley**
Could you welcome a group of students to your company? Three RSM alumni welcomed 40 IBA honours students to Silicon Valley in March. Christoph Messagie (MSc Strategic Entrepreneurship 2009), Martijn Lancee (MSc Entrepreneurship 2009) and Michiel Rouws (IBA 2012, MSc Finance 2014) spoke at the Dutch Consulate in San Francisco. Another alumnus, Wouter Vink (EMBA2010), hosted their visit to Google. Contact Irene Broekmans at ibroekmans@rsm.nl

**Make a suggestion**
Got a suggestion to help the alumni network and the RSM community? If so, contact Irene Broekmans at ibroekmans@rsm.nl
TAKE THE NEXT STEP IN YOUR CAREER

FINANCE FOR NON-FINANCIAL MANAGERS

Acquire essential knowledge of the most widely used financial tools, helping you to understand the financial aspects of your role.

Start 24 August

EFFECTIVE NEGOTIATING SKILLS

Develop your own style of negotiation, and learn how to apply the fundamental concepts.

Start 5 September

PROJECT MANAGEMENT IN PRACTICE

Learn the best-practice tools, management models and people skills you need to become a more effective project manager.

Start 6 September

ESSENTIALS OF LEADERSHIP

Be a successful leader with the latest knowledge and techniques to identify and strengthen a personal leadership style.

Start 30 August

THE POWER OF STORYTELLING

Learn how to use stories to attract and engage your customers, colleagues and business partners.

Start 14 September

THE CHALLENGE OF LEADERSHIP

Master the core skills and styles needed to deliver outstanding leadership performance that builds teams and business.

Start 25 September

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

RSM.NL/SUMMER

ROTTERDAM SCHOOL OF MANAGEMENT ERASMUS UNIVERSITY
RSM Leadership Summit 2017
Business: a force for positive change

The UN introduced the Sustainable Development Goals in 2015: 17 goals that will form the agenda for the world up to 2030. What is the role of business in tackling wicked problems such as poverty, inequality and climate change?

How can business be a force for positive change? And how could you contribute?

Join us at the RSM Leadership Summit to become inspired by visionary leaders such as Feike Sijbesma (CEO Royal DSM), and to meet, discuss and mingle with alumni, students, academics and corporates in a highly interactive setting.

Save the date so you can expand your network, grow your knowledge, share your thoughts, and become inspired!

Friday 6 October 2017, Van Nelle Fabriek, Rotterdam
WWW.RSM.NL/SUMMIT