

ON

ONE NETWORK MAGAZINE

Issue No. 3

ON THE MAP

Geneva: Prospering Through Neutrality

ON US

EU's launch of former Swiss President Adolf

Ogi's English-language biography at the UN

ON PEOPLE

EU alumni are in the spotlight



42_ HOW TECHNOLOGY CHANGED THE WHO, WHAT,
WHEN, WHERE AND WHY OF BUSINESS



66_ ON MY OPINION
Y: THE FLEXIBLE GENERATION

© Photograph: Masa Ushioda, « Reaching out », Fifty Fathoms Edition 2009



My work is to capture time: a split second of a moment, when the animal expresses emotion and my picture interprets this precious time as art.

Masa Ushioda

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Pristine Seas Expeditions

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≡ TABLE OF CONTENTS ≡



07

ON...

- 08_Trends: TED, Ideas worth spreading
- 10_Topic: Then and Now
- 12_Numbers: Business Tech
- 14_Top, Hit Bottom
- 17_Point: That's What They Said
- 18_The Subject: 5 Questions ON...
- 20_The Ball: Word Up!

37

ON THE MAP

- 38_Geneva: Prospering Through Neutrality

53

ON PEOPLE

- 55_Sjaak Koole: Keeping it Koole
- 56_Willem-Jeroen Stevens: What's Mined is Yours
- 60_Koen Wilms: Man-Made Miracles
- 63_Youliana Lyubenova: Making it Matter

21

ON US

- 22_Learning Leadership from a Sportsman & a Statesman
- 24_Crucero Business Networking
- 26_EU News
- 32_Guest Speakers
- 33_Industrial Visits

42

ON TECHNOLOGY IN BUSINESS

- 42_How Technology Changed the Who, What, When, Where & Why of Business
- 52_Comparing Majors

65

ON MY OPINION

- 66_Y: The Flexible Generation
- 67_Challenge Your Assumptions
- 68_Reputation Management: Practice What you Preach
- 69_A Diamond Waiting in the Rough

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ON

ISSUE III, SUMMER 2014

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LETTER FROM THE PRESIDENT



Technology has allowed us to do some amazing things. Medical professionals have saved countless lives; travelers can be on the other side of the world in a matter of hours; and experts have found solutions to some of the sustainability, longevity and human survival problems we face. On the other hand, developments in technology have also brought about new problems: military forces can decimate populations with the touch of a button; we are in danger of losing vital social skills which connect us on a human level; and we have become so reliant on technology that sometimes we don't know how to live without it.

Technology is not an entity that stands on its own; it is simply a tool which is used and controlled by people for their own benefit. This issue of *ON* deals with Technology in Business. In addition to looking at new technologies and innovation, we also analyze the effects they've had on contemporary business and businesspeople.

We have interviewed alumni working in well-established multinationals like 3M and Hewlett Packard that are always breaking ground, as well as those working in completely new fields like data mining and mobile communication. We also hear from faculty and staff members across the EU network who voice their opinions on Generation Y, reputation management, cross-cultural collaboration and progress in the developing world.

This issue's *ON* the Map section focuses on the EU campus city of Geneva and looks at how it has led the country on a path of neutrality. This course has allowed the city to become a center for international collaboration, politics and business.

As always, we keep you informed of the latest news and exciting events taking place across our global EU network. We give you snapshots of students' industrial visits, talk about the English-language launch of former Swiss President, Adolf Ogi's biography, offer inspiring advice from our 2014 guest speakers and illustrate how we are sailing toward new horizons with our newest partnership.

Once again, I invite you to read our articles, challenge you to reflect on what they say and dare you not to be impressed.

A handwritten signature in black ink, likely belonging to Dr. Dirk Craen.

Dr. Dirk Craen
President



Gisele Bündchen, Model, unterstützt in Deutschland den 13-jährigen Felix Finkbeiner. Er und seine Freunde werden in jedem Land der Erde 1 Millionen Bäume pflanzen. Auch in Brasilien, Giseles Heimat. Helfen auch Sie mit im Kampf für Klimagerechtigkeit auf plant-for-the-planet.org

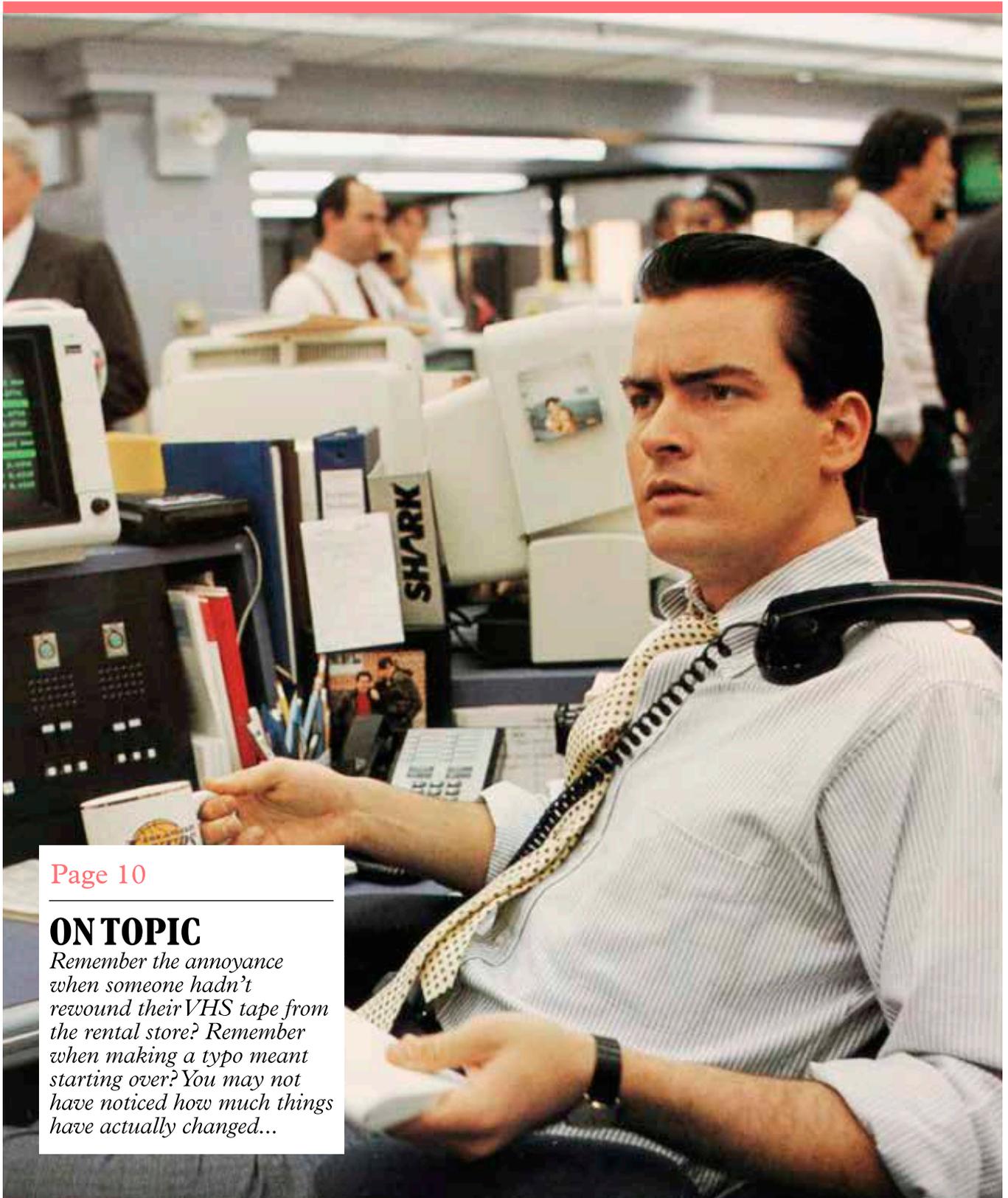


**STOP TALKING
START PLANTING**

PLANT FOR THE PLANET

Our take on the latest trends, statistics and topics in business, education and life.

ON...



Page 10

ON TOPIC

Remember the annoyance when someone hadn't rewound their VHS tape from the rental store? Remember when making a typo meant starting over? You may not have noticed how much things have actually changed...

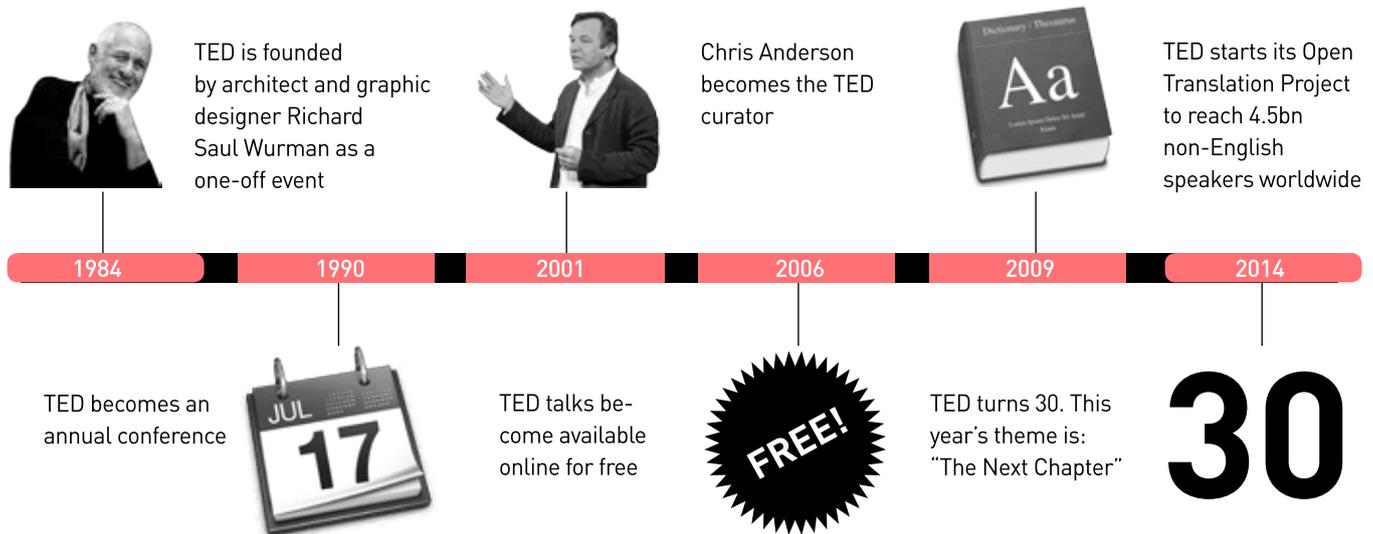
TRENDS



“Ideas worth spreading”

TED, an organization devoted to the spreading of ideas on global issues, has created a dialogue reaching millions through powerful, condensed talks. EU partnered with TEDx Barcelona on June 19, 2014, giving students a firsthand look at innovative ideas that are changing the world.

ON takes a look at TED over the years.



ABOUT THE CREATOR



Richard Saul Wurman, 79
Architect and graphic designer who co-authored and designed over 83 books

“I just wanted to throw the world's best dinner party.”

SOCIAL TED*



5.2m likes



2.73m followers



300+m views



131,606 followers



12,854 followers



10,512,075 visits

TEDx RULES

You can set up your own, independent TED-like event with permission from TED. There have been TEDx events all over the world organized by individuals who want to share ideas. Here are four things to keep in mind. All TEDx...

talks have an 18-minute limit

–

events begin with Chris Anderson's 1:38-minute intro video

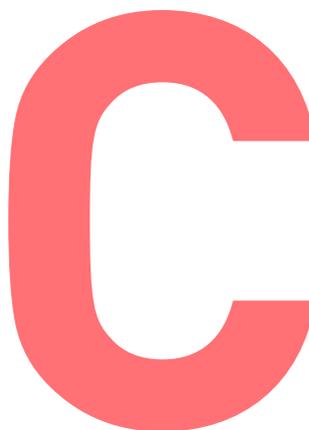
–

events must be one day or shorter

–

speakers must be independent from the event

THE 7 Cs OF TED TALKING: MAKE IT



lear
ompelling
urrent
ongruent
ommerical
onsistent
ompetitive

NOTABLE TED GUESTS

01 Larry Page

02 Imogen Heap

03 Sergey Brin

04 Evelyn Glennie

05 Bill & Melinda Gates

06 Philippe Starck

07 Malcolm Gladwell

08 Jane Goodall

09 Sheryl Sandberg

10 Bill Clinton

11 Plan B

TOP BUSINESS TALKS TO WATCH

Gary Vaynerchuk, co-founder of VaynerMedia:

Do What You Love (No Excuses!)

–

Brené Brown, scholar and author:

The Power of Vulnerability

–

Richard St. John, success analyst and author:

8 Secrets of Success

–

Jason Fried, co-founder of 37Signals:

Why Work Doesn't Happen at Work

–

Tony Robbins, life coach and self-help author:

Why We Do What We Do

–

Seth Godin, entrepreneur and author:

How to Get Your Ideas to Spread

–

Simon Sinek, leadership expert and author:

How Great Leaders Inspire Action

–

Clay Shirky, NYU professor and writer:

Institutions vs Collaboration



THEN AND NOW



Typewriter vs Computer

*Our favorite feature:
red underlining for
spelling mistakes.*



Cash vs Bitcoin

*Man hides 13 flash
drives containing \$1m
under his floorboards.*



Briefcase vs Flash Drive

*But a leather case will
always be flashier.*



Commuting vs Telecommuting

*London tube ticket: expensive!
Working in your slippers: priceless!*



Rotary vs Touch

*Warning: still not apt
for long nails.*



Boardroom vs Skype

*Now you only have to get
dressed from the waist up.*



VS

Restaurant Guide vs Foursquare

One Michelin Star still outweighs a Foursquare 10/10.



VS

Mailman vs Drone

We're still looking for where to put our stamps.



VS

CD vs Spotify

Now how do we keep birds off our balcony?



VS

Special Effects vs After Effects

Making Lord of the Rings would have taken even longer!



VS

VHS vs Netflix

Remember when you recorded over your wedding video?

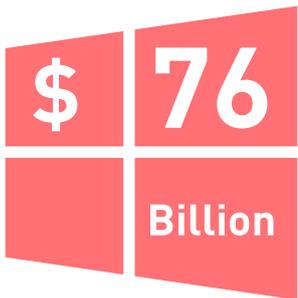


VS

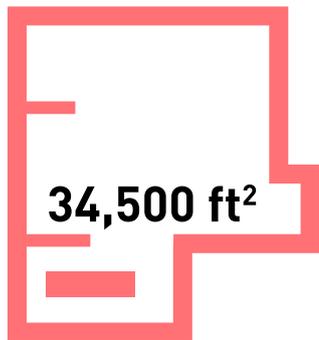
Photo Albums vs Facebook

Your parents can now embarrass you at the click of a button.

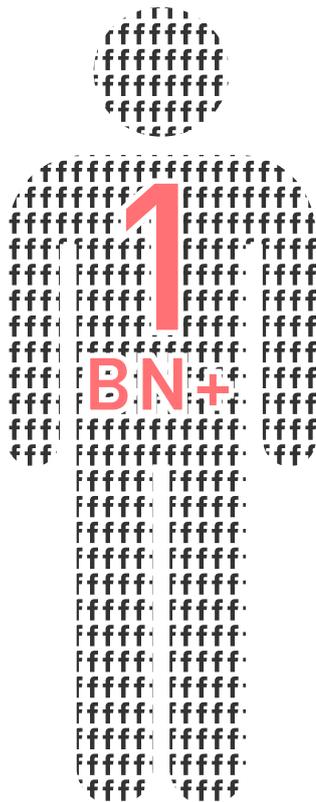
TECH NUMBERS



is the net worth of Bill Gates, co-founder of Microsoft (*Forbes*)



is the size of the Barcelona Apple store; the largest in the world (*Fast Company*)



people were using Facebook when it turned 10 in February; 1,000 times as many as at the end of 2004 (*Time Magazine*)

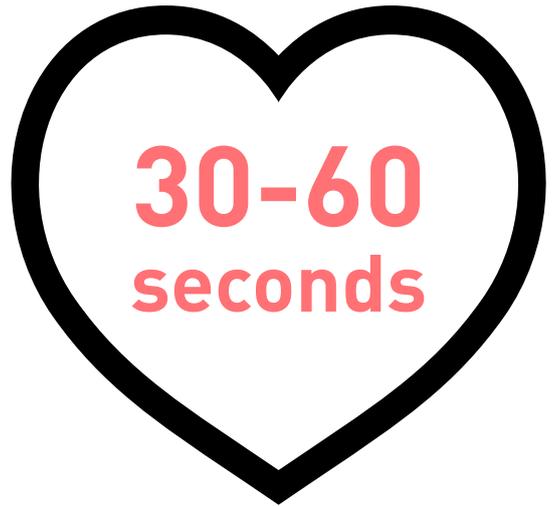


is the time in which 60% of mobile users expect a website to load (*Gomez*)



\$140 billion

is the estimated value of Alibaba, the Chinese e-commerce giant (*Time Magazine*)



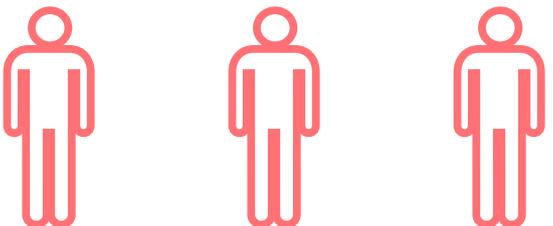
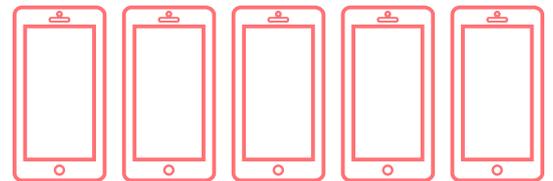
is how long people will give us to connect them with the things they need and love (*Steve Yankovich, VP of eBay Mobile, Fast Company*)



\$15 billion is the amount of money the mobile payments company processes in transactions per year (*Time Magazine*)



of 2-year-olds in the U.S.A. use mobile devices (*Common Sense Media*)



2013 was the year in which there were more mobile devices than people on earth (*SAP*)



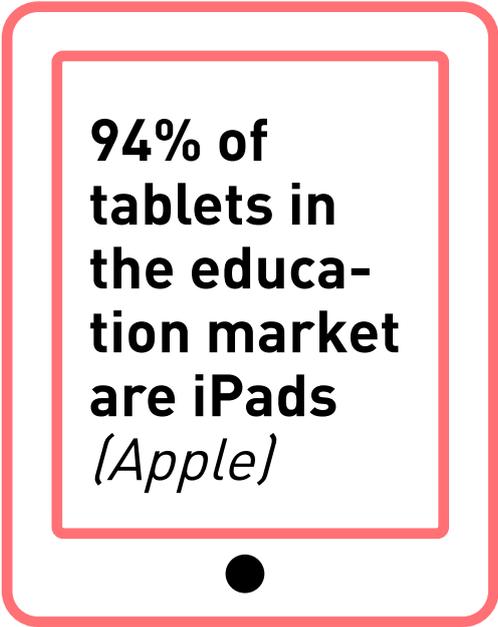
75% of people say one week without Wi-Fi would leave them grumpier than one week without coffee (*Iconic Displays*)



of video are uploaded to YouTube every minute (*YouTube*)

24 billion

devices will be connected to the Internet by 2020, organizations predict. The vast majority will use some form of wireless for access (*Gigaom*)

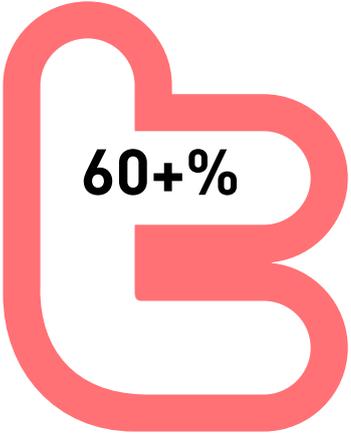


94% of tablets in the education market are iPads (*Apple*)



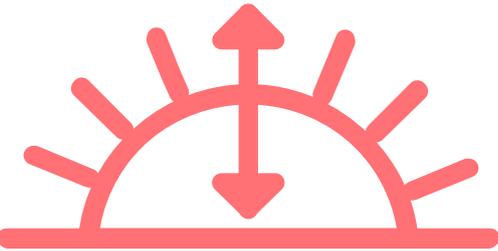
BYO

PC policies are predicted to grow from 18 to 25% (*Citrix Mobility Report*)



60+%

of active Twitter users use the social network on their mobile devices (*Katie Stanton, V.P. of International Market Development, Twitter, Fast Company*)



29% of Americans say their phone is the first and last thing they look at every day (*Qualcomm*)

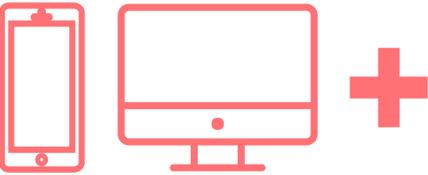


24/7

90% of people in the U.S. have a mobile device within reach 24/7 (*Pew Research Center*)

85%

of users say social networks help them decide what to purchase (*IBM's Generation C Study*)



At least 50% of consumers will use two or more mobile devices in their purchase process. Sites must be mobile friendly (*IBM*)



277% is how much more effective LinkedIn is in generating leads than Facebook or Twitter (*Topdogsocialmedia*)



94% of people cite WiFi as the most important hotel amenity (*Hotel Chatter*)

ON TOP



Red Bull
@RedBull



Red Bull sent the 2012 Felix Baumgartner stratosphere jump viral. Over eight million people watched the mind-blowing event in real time, and nearly one million interactions took place on the dedicated Facebook page.



Oreo
@OreoCookie



Timing is everything, especially with social media. Oreo thought fast during the New York Super Bowl blackout of 2013 and ingeniously tweeted "You can still dunk in the dark". Their topical pro-gay, rainbow-colored Oreo on Facebook went viral on several social media platforms.



Tesco
@Tesco

Twitter tip for Tesco: double check pre-scheduled tweets. In a 2013 scandal, horsemeat was found in about a third of the British supermarket's Everyday Value burgers. Perhaps this was not the best time to tweet: "It's sleepy time so we're off to hit the hay!"



LDN Luton Airport
@LDNLutonAirport



London Luton Airport tapped into the always-hilarious topic of plane crashes. The photo they used came from a 2005 Chicago flight that slid off the runway and killed a six-year-old boy onboard. "Because we are such a super airport... this is what we prevent you from when it snows... Weeee :)"



HMV
@hmvtweets



When you're forced to lay off employees, keep an eye on social media. An angry employee tweeted "live from HR where we're all being fired!!" and the #hmvXFactorFiring hashtag was born. Tweets included "Just overheard our Marketing Director (he's staying, folks) ask "How do I shut down Twitter?"



Ellen Degeneres
@TheEllenShow



Ellen DeGeneres's mythical Oscar selfie starring Bradley Cooper, Meryl Streep, Jennifer Lawrence, Brad Pitt and Kevin Spacey went viral within seconds and became the most retweeted tweet ever. It's been valued at over \$800 million in impressions.



Kenneth Cole
@KennethCole



Kenneth, taking advantage of tragic crises is bad marketing. KC followed the 2011 "Millions are in uproar in #Cairo. Rumor is they heard our new spring collection is now available online" tweet with ""Boots on the ground" or not, let's not forget about sandals, pumps and loafers. #Footwear" during the Syria crisis.

McDonalds
@McDonalds



McDonalds learned from the fiasco that was their 2012 #McDStories Twitter campaign. Their later social media campaign, "Our Food. Our Questions." was a lot more successful; they even responded to a query with YouTube videos, one of which was watched by over 7.5 million people.



American Airlines
@Americanair



While responding to every tweet directed at your company is a good idea, beware of the robo-tweet. American Airlines gave positive responses to every tweet they received, even thanking one user for his support after he insulted them.



Frito-Lay
@FritoLay



How better to get consumers involved than making them co-innovators? Frito-Lay did just that, inviting Facebook fans and Twitter followers to invent new flavors. The Cheesy Garlic Bread Frito was born and the winner received a huge financial prize.



Ryanair
@Ryanair



A Q&A session with a senior manager can give a positive human touch to an otherwise unreachable personality. Or it can be a disaster. This was the case with Ryanair CEO Michael O'Leary. His sexist, confrontational remarks on Twitter, along with his hashtag ineptitudes, didn't go down too well.



Kotex
@kotex



Kotex sent presents to 50 influential Pinterest users. The customized boxes, filled with gifts inspired by each woman's pins, were shared on Pinterest and received almost 700,000 impressions.

HIT BOTTOM



Our business is helping the forgotten poor

Imagine a hospital ship
filled with volunteer doctors, nurses, engineers,
agricultural instructors, teachers and photographers.

Now imagine, this ship sails to some of the poorest countries
where all of its services are offered free of charge.

This is Mercy Ships.



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www.mercyships.ch

Social media is about sociology and psychology more than technology. **Brian Solis, Digital Analyst & Author, @BrianSolis**

It's important to literally respond to every tweet, Facebook message, and so forth. It shows users you respect them, and then they start evangelizing for us. **Brit Morin, CEO, Brit & Co. @Brit**

THAT'S

Everybody gets so much information all day long that they lose their common sense. **Gertrude Stein, American Writer, #gertrudestein**

No matter how good your business is today, some young entrepreneur is working hard to disrupt it. **Susan Lyne, Chairman, Gilt Groupe, @Gilt**

WHAT

You can't fool the public. Content has to be really good, if not exceptional. **Thomas Tull, CEO, Legendary Entertainment, @twttull**

THEY

Mobile, social and search have become more meaningful than any website homepage. Every content initiative in our shop will be driven by this awareness. **Rob King, Senior VP, Editorial, Print & Digital Media, ESPN, @ESPN_RobKing**

We have to think about everything that goes on in our members' lives, beyond just what they're doing with us. We want to keep in touch digitally. **Sarah Robb O'Hagan, President, Equinox, @SarahRobbOh**

Information technology and business are becoming inextricably interwoven. I don't think anybody can talk meaningfully about one without talking about the other. **Bill Gates, Co-founder, Microsoft, @BillGates**

SAID

One machine can do the work of 50 ordinary men. No machine can do the work of one extraordinary man. **Elbert Hubbard, American Writer, @Elbert_Hubbard**



Send



5? ON

In business, it's beneficial to know a little bit about everything. With this in mind, our short Q&A series speaks to professionals about their fields of expertise.



VIRUSES

José de Chastonay
EU MBA 1998

You have a PhD in virology and work in marketing now. How did that happen?

I worked at Roche, in a large company environment which I liked. But then I met the founder of a smaller company, a true visionary who was fully dedicated to his idea. I joined his team because I really believed in his work and wanted to help him succeed.

You work in marketing for a pharmaceutical company; so, are we using the buzz term “viral marketing” correctly?

In part. Viruses tend to replicate very quickly, like a great idea. But they also tend to kill the cells they are replicating.

So the term “viral marketing” usually refers only to the first part: the infectious potential, which is true of great marketing and of viruses. Luckily, the destructive part is usually left out.

What can a business learn from a virus?

Viruses are very canny; they can overcome many difficulties in a very short period. If a drug is focused on hindering one portion of the replication cycle, the virus can very quickly find a way around that. There are always obstacles thrown in your way, and a good business can find a way to circumnavigate them. And both a virus and a business use a similar method: a form of creativity.

But some people are immune...

In business you cannot be all things to all people. So you have to break down a market into segments. If you want to target a specific demographic: get to know them, their organisms, their language. Make sure they get it. Television and cell phones, for example, are so invasive they change everything. Some ideas are so strong that almost no one can be immune.

Can education be viral as well?

A good business school attracts a lot of smart people. When they graduate, they spread, and infect other people with the idea of studying there.



FLEXIBILITY

Bernard Ockerse

EU BBA 2009

You wanted to specialize in finance and graduated in 2009, when many bankers lost their jobs. Were you frustrated?

Frankly, yes. But then I remembered a good friend's advice: be flexible, be innovative, and there is nothing to fear. So I changed to IT, another big interest of mine. Now I work at Intel. Dream job. Much better for me than finance.

Would you say that flexibility is key in today's economy?

Yes, you need to react quickly and see opportunity where others don't. I swapped careers once, and I am about to start my own company in high frequency algorithmic trading.

Can you learn to be flexible – or is it innate?

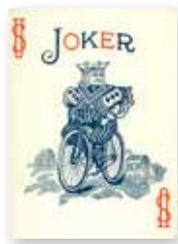
You can learn it for sure. Just don't be afraid to move out of your comfort zone. This is something my parents always taught me and EU reinforced: you can do whatever you want, you just need to work hard enough at it.

Is flexibility a privilege of the young?

Maybe. I know older people who have made enough money to say: "I just want to play golf five days a week." I think that's in the past though. You always need to learn and move. The earlier you get used to that, the better. At first I wanted to become a writer. It worked well, I got published and all that, but then I got interested in how money moves, and from there I went to IT.

And with your startup you come back to finance...

Right. Things come full circle. But you have to keep in mind that even if you end up today where you would have liked to have been five years ago, all the detours you took along the way have shaped your way of thinking.



BUSINESS

originally applied to someone suspected of taking part in mischievous activity, it evolved to refer to vocations.



COMPANY

comes from the Latin words *cum* (with) and *panis* (bread). Once related to the word companion, it is now used in a business context as well.



FREELANCE

was coined in the Middle Ages, when soldiers who acted as mercenaries were literally free lances for hire.



MANAGER

dates back to the 1560s and comes from the Italian word *maneggiare* meaning “to handle” referring especially to horses. The word derives from the Latin *manus* meaning “hand”. Extended to mean handling objects, people or businesses and now used on a daily basis in offices around the world.



PHONE HANDSET

From the days a phone was both a handset and a base, rather than a mobile entity that fits in your pocket and is used for absolutely everything, except making phone calls. Maybe there’s an app for that.



ADDRESS BOOK

was once an actual book of handwritten addresses, without an online backup.

WORD UP!

New buzz words, icons and names sometimes aren't really that new. It turns out that most new things generally evolve from something someone somewhere else already did.



FILE FOLDER

is a piece of card folded in two to hold your documents; rather than “space” on a drive.



SLOGAN

comes from two Celtic words: *slough* and *gheum* meaning “battle” and “cry” respectively.



FLOPPY DISK

was for storage. One disk held 1.44 MB, about 25% of the *Like a Virgin* mp3.



ENVELOPE (E-MAIL)

comes from the verb to envelop (to wrap), used to protect letters sent way before the two-second e-mail.

ONUS

Page 24

Dr. Dirk Craen and Carl Craen explain networking at sea.

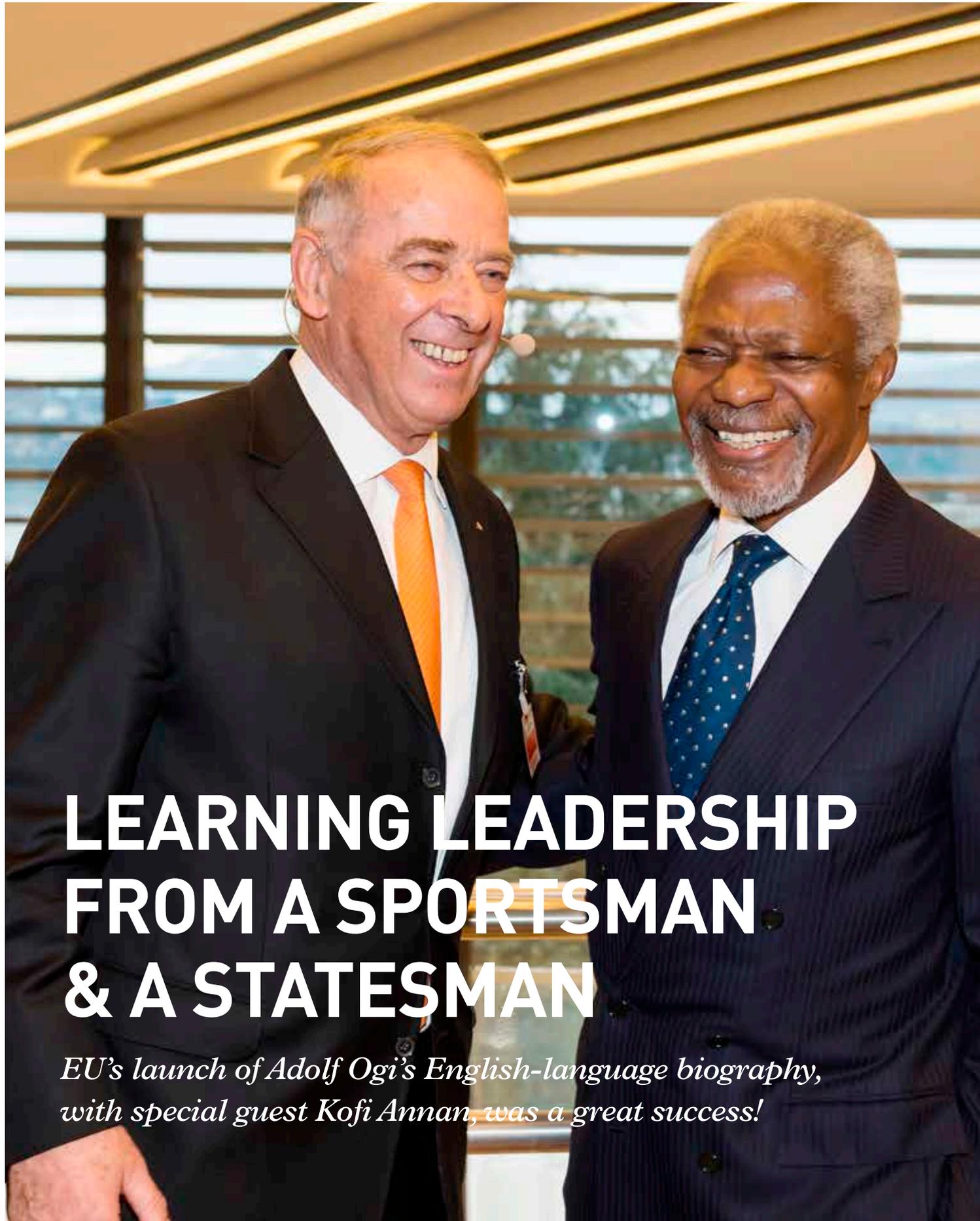
Page 26

Catch up on EU's latest events and goings on in our news round up.



EVENT

Read about the Adolf Ogi biography launch at the UN in Geneva on page 22.



LEARNING LEADERSHIP FROM A SPORTSMAN & A STATESMAN

*EU's launch of Adolf Ogi's English-language biography,
with special guest Kofi Annan, was a great success!*

European University's English-language book launch of *Dölf Ogi: Statesman and Sportsman* was a true reflection of the national and international unity that former President of Switzerland, Adolf Ogi, has always promoted all over the world. On Valentine's day, in room XX of the United Nations headquarters in Geneva, over 50 nationalities came together to celebrate the book and the man. Guests included European University students, alumni and professors, as well as politicians, friends, NGO representatives, diplomats and members of the international business community. In keeping with Adolf Ogi's famous catchphrase, joy ruled the day once more. Loud applause welcomed the speaking panel for the evening, which included Acting Head of the United Nations Office at Geneva, Michael Møller; President of European University, Dr. Dirk Craen; Ambassador and Permanent Representative of Switzerland to the United Nations and to the international organizations in Geneva, Alexandre Fasel; and former Secretary-General of the UN, Kofi Annan. The event was moderated by Sharon Valdettaro, Senior Communications Manager for Hoffmann-La Roche.

One by one, the panel members took to the podium to talk about Ogi's influence on each of them. Sometimes they gave a personal perspective: "He showed how respect for others, fairness, tolerance and team spirit are the basic building blocks of progress in sports as well as in the efforts to build a better world," said Møller. Others explained his influence through comparison; Dr. Craen compared Ogi to the main character from the Hemingway novel, *The Old Man and the Sea*.

The most touching theme of the night was that of the great admiration that Adolf Ogi inspires in people. Such admiration came out in particular during the speech from the former Secretary-General of the United Nations, Kofi Annan.

During his speech, Annan talked about Ogi's leadership skills, his belief in peace, his ability to use sport and his uncanny way of getting his message through – anywhere. The former Secretary-General also recounted an anecdote (also featured in the book) from 1997. During a visit to the AC laboratory in Spiez while Ogi was still Minister of Defence, Ogi realized his staff had forgotten the protocolary gift customary on such occasions. Wondering what to do, Ogi dug into his pocket and handed Annan his own crystal, a very dear possession of his that comes from and represents the mountains of Kandersteg, where Ogi is from. This gesture moved Annan, who said that he still has the crystal, and proceeded to show it to a much-moved audience.

|||||||

The most touching theme of the night was that of the great admiration that Adolf Ogi inspires in people.

Captivated guests listened to music by Berner Örgeliplausch while watching the Swiss flag fly under the colored stalactites hanging from the ceiling; the most famous art installation at the UN headquarters in Geneva and the work of Spanish artist Miquel Barceló.

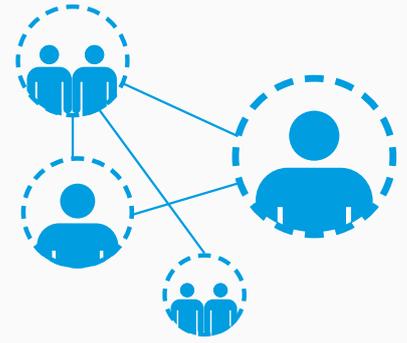
The most entertaining, insightful moment of the evening was the sit-down interview Adolf Ogi and Kofi Annan had with journalist Peter Rothenbühler wherein the two men discussed their careers. This was followed by an informal question and answer session wherein EU students and guests asked the two leading political figures about their opinions, stances and views on a number of topics. The environment was relaxed, and it seemed like the guests were listening in on a private after-dinner conversation: there were anecdotes, lots of laughter, and most of all, joy.

Adolf Ogi took the podium next. He talked about his characteristic upbringing and the sacrifices his father, a mountain guide, made for him; namely leading 210 tours up the mountain to pay for his son's education. He also credited his father for instilling in him the passion that led a small boy from the humble mountain village of Kandersteg to dream big and one day not only become President of Switzerland but also bring peace to the world through sport.

Three active members of European University student boards, President Dr. Dirk Craen and a representative of the EU Alumni Association presented both the Adolf Ogi foundation, Freude Herrscht and the Kofi Annan Foundation with donations. Freude Herrscht, also known as the Joy Foundation, is a sports-oriented organization for children created in memory of Adolf Ogi's late son Mathias. The Kofi Annan Foundation works to promote better global governance and strengthen the capacities of people and countries to achieve a fairer, more secure world through three principles: Peace and Security; Sustainable Development; and Rule of Law and Human Rights.



CRUCERO BUSINESS NET&ORKING



European University is the official educational partner for the Crucero Business Networking (CBN) project, which offers executives and companies a new and innovative way of making connections on the high seas. The project takes place, as the name suggests, aboard a cruise ship. CBN is a combination of education, entertainment and networking which not only opens people up to new connections, but also opens their minds to new possibilities. EU President, Dirk Craen and Barcelona Campus Managing Director, Carl Craen, tell us more.



What do you think about the CBN project?

CC: CBN takes people out of their comfort zones and puts them at the same level. Participants will be much more willing to be candid when they are all on equal ground, or water in this case, and the new experience will facilitate stronger connections.

DC: If you want to give a global executive education in a short period, this is an optimal method, because participants are in a relaxed environment. What professors teach at sea, they can also show in the cities during stops. This kind of project already exists in the U.S. where colleges put their undergraduates at sea for a semester, but we are the first ones in Europe providing executive education at sea.

CC: I think we are the best educational partner for this joint venture as we adapt learning to any market, even in the middle of an ocean.

EU will be responsible for the CBN learning program. What teaching method(s) will attendees find on board?

DC: We are going to focus on innovative course material on par with the approach. On board, you can have a two- or three-hour workshop on a specific topic, like leisure management for example, and then you can observe it in practice, going from the shopping area to entertainment venues, and in the evening, you can even focus on how restaurants and hotels are run.

CC: With a bottle of fine wine of course...

DC: Exactly, like I said: a more relaxed approach!

CC: Empirically, we have seen that adults working in the corporate world respond better to practical learning. It works on the assumption that participants are already experienced in their fields. The information is presented in an appealing way that unobtrusively makes people learn more than they realize.

What encouraged EU to partner with CBN?

DC: Well, EU's business model is based on networking; it's something we do very well.

CC: Our role in providing the educational aspect of this project and putting some of our best faculty members up to the task is our way of contributing to this revolutionary project.

How important is networking in today's market?

CC: It is the cornerstone of modern business. In a world where machines are taking over, people are looking for that human touch.

DC: Technological networking, like through Facebook, LinkedIn and so on, is cold. It's missing that human touch which creates real contacts. A smiley is totally different to a human smile, because an icon cannot reflect the depth of your smile; the warmth of your smile; the nuance of your smile. Being together one week makes a team, makes a group; and makes real connections.

CC: You're right, real connections open doors for companies. Many people will be much more likely to communicate and connect with you online if they've already met you in person. In addition, the concept of mixing global and local tiers into the networking model for this cruise is simply brilliant.

What advice would you give to businesspeople and companies who might participate in this first edition?

DC: My advice is simply: do it. For eight days, you won't be in your office. You will be exposed to a lot of new impressions and generate new ideas, which will inspire your creativity when you are back at work.

CC: Obviously, mine would be to send as many people as possible, on an annual basis so that this project continues! But seriously, networking



The participants may all be European, but they think differently because they have different values, customs.

is the best and most effective low-cost marketing method for companies to develop sales opportunities and expand their international reach.

What will participants learn during on-board training?

CC: When we first designed the cruise curriculum, we took a global perspective of what people are really missing in the active market. We then put together a program that encompasses important and current trends in the business world. These include: innovation and creativity, germane to all new business fronts; creating new corporate paradigms, leading to the evolution of corporate psychology; the development of human capital, currently at the forefront of all business trends; and internationalization, which is absolutely vital in all areas of everything.

DC: This is an innovative way of uniting many different cultural influences in one week. The participants may all be European, but they think differently because they have different values, customs. Take breakfast. Why do people have B'ssisa in Tunisia and just a small cookie in Italy? In France they'll opt for a café au lait; in Spain it's a cortado. Crucero Business Network is able to balance all these different cultures and teaching methods into one channel: the cruise.

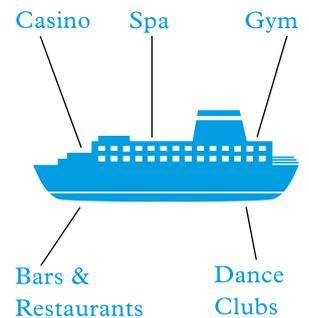
CRUISE FACTS



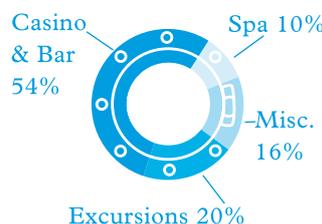
TOP DESTINATIONS

- Alaska
- Singapore
- Caribbean
- Miami to Caribbean
- Venice to Athens
- Mediterranean
- Great Lakes and Canada
- Galapagos Islands
- Nova Scotia
- Monaco

MOST APPRECIATED AMENITIES



ON-BOARD SPENDING



BEST CRUISE COMPANIES

- Royal Caribbean
- Crystal Cruises
- Princess Cruises
- Silversea Cruises
- Lindblad Expeditions

EUROPEAN UNIVERSITY NEWS

– Over the next few pages, we catch you up on events, activities and news throughout the EU network. –



ROSTOV STATE UNIVERSITY VISITS EU BARCELONA

January, 2014. Rector Dr. Asilbekov and International Office Director, Oleg Bodyagin, from Rostov State University of Economics visited the EU Barcelona campus to further strengthen the universities' collaboration. The two universities currently offer a joint BA degree, and plan to add an MBA next year.

NEW PARTNERSHIP IN GREECE

January, 2014. EU signed a Memorandum of Understanding with American College of Greece (Deree College) in Athens. EU courses, certificates and degrees will be fully recognized by Deree and vice versa.

DR. CRAEN NAMED MEMBER OF ROSTOV STATE UNIVERSITY EDITORIAL BOARD

January, 2014. Dr. Dirk Craen is now a member of the Editorial Board of the *Scientific Educational and Applied Journal of the Rostov State University of Economics "Financial Research"*.

EU WILL OFFER IN-COMPANY TRAINING

January, 2014. This year, EU has launched their in-company training programs. These corporate training courses can be delivered through single, specialized workshops or a series of lectures, and can be held in-house, online or on campus. They are adapted to all levels and offer flexible options.

EU OFFERS STUDENTS MORE OPTIONS TO GET AN MBA ONLINE

New majors mean new avenues for new students.

January, 2014. In addition to International Business, EU Online MBA participants can now also major in Communication & PR; International Marketing; and Global Banking & Finance totally online. With the remaining MBA majors, the first two terms can be completed online and the third term may be done at one of our four main campuses. The EU Online MBA program prepares students for fast-paced, highly technological environments; enables adaptation and flexibility in a changing business world; facilitates networking between a global faculty and international students; and offers a case study approach. It is ideal for those who wish to continue working while studying; seek a blended online and onsite education; want to develop multidimensional business skills; or are working on moving up in their companies.



EU BARCELONA DEAN, CHRISTINE CLARKE SPEAKS TO TOPMBA

January, 2014. In a recent interview published on TopMBA.com, European University Barcelona campus' Academic Dean, Christine Clarke, commented on the importance of family businesses in today's working world and explained how studying an MBA at EU can contribute to success within this niche.

NEWS IN BRIEF

WELCOMING STUDENTS ON ALL CAMPUSES

January, 2014. Students from each of the main EU campuses gathered at various venues for 2014's first round of welcome drinks.



EU Munich



EU Barcelona



EU Switzerland



EU AND ILO OFFER SECOND CERTIFICATE PROGRAM

Students speak about sustainability at annual event.

February, 2014. European University and the International Labour Organization (ILO) partnered up for the second consecutive year to offer their joint Certificate Program in Corporate Social Responsibility (CSR). The three-day course was led by ILO Senior Specialist Emily Sims. Day one took place at the ILO headquarters in Geneva, with the remainder of the program taught at the European University Geneva campus.

The certificate course first took an in-depth look into sustainability issues, in terms of how they relate to investment and environment. It then covered core labor standards, current challenges, company culture and the role of the state as they pertain to and affect CSR.

Students who successfully completed the program left the conference with the fundamental knowledge needed to analyze, assess and provide solutions to sustainability issues. They also received a joint certificate of attendance from EU and ILO.

BILAN MAGAZINE ARTICLE ON NEW PROGRAMS

January, 2014. An article titled *European University Gagne en Reputation* featured in the first 2014 issue of Swiss magazine *Bilan* discusses the European University's brand new MBA degrees in Reputation Management and Design Management. These two graduate programs focus on some of the hot and vital topics in today's working world.



EU HAS A NEW PARTNERSHIP WITH A COLLEGE IN MALAYSIA

February, 2014. EU has a new partnership with Jesselton College. This collaboration offers Malaysian students the chance to study a new, accredited Bachelor of Business Administration.

EU PROFESSOR FEATURED IN DIARI DE TERRASSA

February, 2014. EU Professor Toni Duró featured in the newspaper *Diari de Terrassa*. His article looks at the topic of social media and "likes". He recommends taking into account the sphere in which businesses work and adapting social media use accordingly.



STUDYING AT 20,000 LEAGUES UNDER THE SEA

Munich student wins prestigious and coveted international Rolex Scholarship.

February, 2014. Elena Salim Haubold, an entrepreneur currently studying an MBA at EU Munich, has been awarded a Rolex Underwater Scholarship. Salim Haubold's passion is promoting shark diving and related ecotourism in an effort to help save sharks from commercial harvesting.

Every year, the Rolex watch company awards three Underwater Scholarships to students. Each scholarship provides a hands-on introduction to underwater endeavors. The winners of the scholarship spend a year working alongside current leaders in the underwater sphere on field studies, research, scientific assignments, photographic instructions and expeditions.



EU ALUMNUS LAUNCHES BRAND NEW BUSINESS

February, 2014. In 2012, alumnus Jose Luis Moliner and his business partner Jose Bort founded Pickevent in London. Pickevent invites you to "Discover the world of professional events. Connect with influencers and other attendees". The company does just that and is, according to *The Guardian*, "the world's first professional network that connects attendees, speakers and event organizers." The official Pickevent launch party took place on Thursday, February 20, in London.

NEW CERTIFICATE PROGRAMS IN BUSINESS

February, 2014. EU will be offering six, independent business certificate programs. The university will start with the Entrepreneurship and International Business programs in October 2014, with Public Relations, Sports Management, International Marketing and Finance launching in February 2015. Programs are 13 weeks long and offer participating students the opportunity to acquire business and leadership knowledge. The courses focus on practical skills and real-world cases and develop the competencies required for success in business.



A SUCCESSFUL SWISS SKI WEEKEND

Students escape to the slopes.

February, 2014. An international group of European University students and staff members hit the slopes in Villars, Switzerland. Students and faculty skied together before striking out on their own, finally capping off the day with a hot chocolate at the chalet. That evening, the students enjoyed a decadent fondue dinner before heading out for drinks. Those not too tired from the day before spent Sunday skiing until early evening when a bus drove the group home.



Ekaterina Arsybysheva, MBA in Sports Management



Aleksandra Dorofeeva, BA in Sports Management

EU ALUMNAE AT SOCHI

Graduating with a business degree can open doors in all fields, even for some highly-coveted positions.

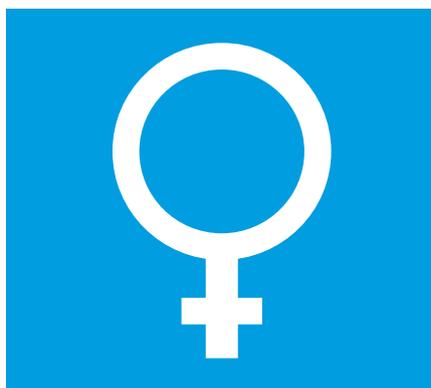
February, 2014. Three current and former EU students worked at the 2014 Winter Olympics in Sochi. Aleksandra Dorofeeva, a second-year Sports Management student was actively involved in the day-to-day Olympic activities. Former student, Ekaterina Artsybysheva, was Head of Protocol at the Alpine Center Venue, part of the Organizing Committee. Her responsibilities included coordination of the venue and protocol teams, venue tours and acting as the Presidential

Box Protocol Assistant for the Opening and Closing Ceremonies. Another alumna, Emiliya Polat, was part of the Pre-Opening Team for the Radisson Blu Beach Resorts & Spa, Sochi. She was involved in public relations, brand perception and sales, and helped with guest services and arranging interviews with international publications. In her words, it “was an opportunity I couldn’t resist... a once-in-a-lifetime experience, one that I knew I’d never forget.”



DR. CRAEN TALKS TO SWISS NEWS

March, 2014. In an interview published in the March/April issue of *Swiss News* magazine, EU President, Dr. Dirk Craen recounted the university’s journey to today. He explained how the various campuses were established over time, and that they are all woven together by the uniform aim of “Developing Talent”.



WOMEN IN BUSINESS PANEL

March, 2014. QSTopMBA invited European University to participate in a panel discussing the choices, challenges and impact MBAs have had on women in leadership. The panel, which took place in Frankfurt, looked at the difference an MBA can make to a woman’s career; the role of women in companies today; the completion of an MBA, either part time or full time; and the positive impact it can have on a woman’s career.

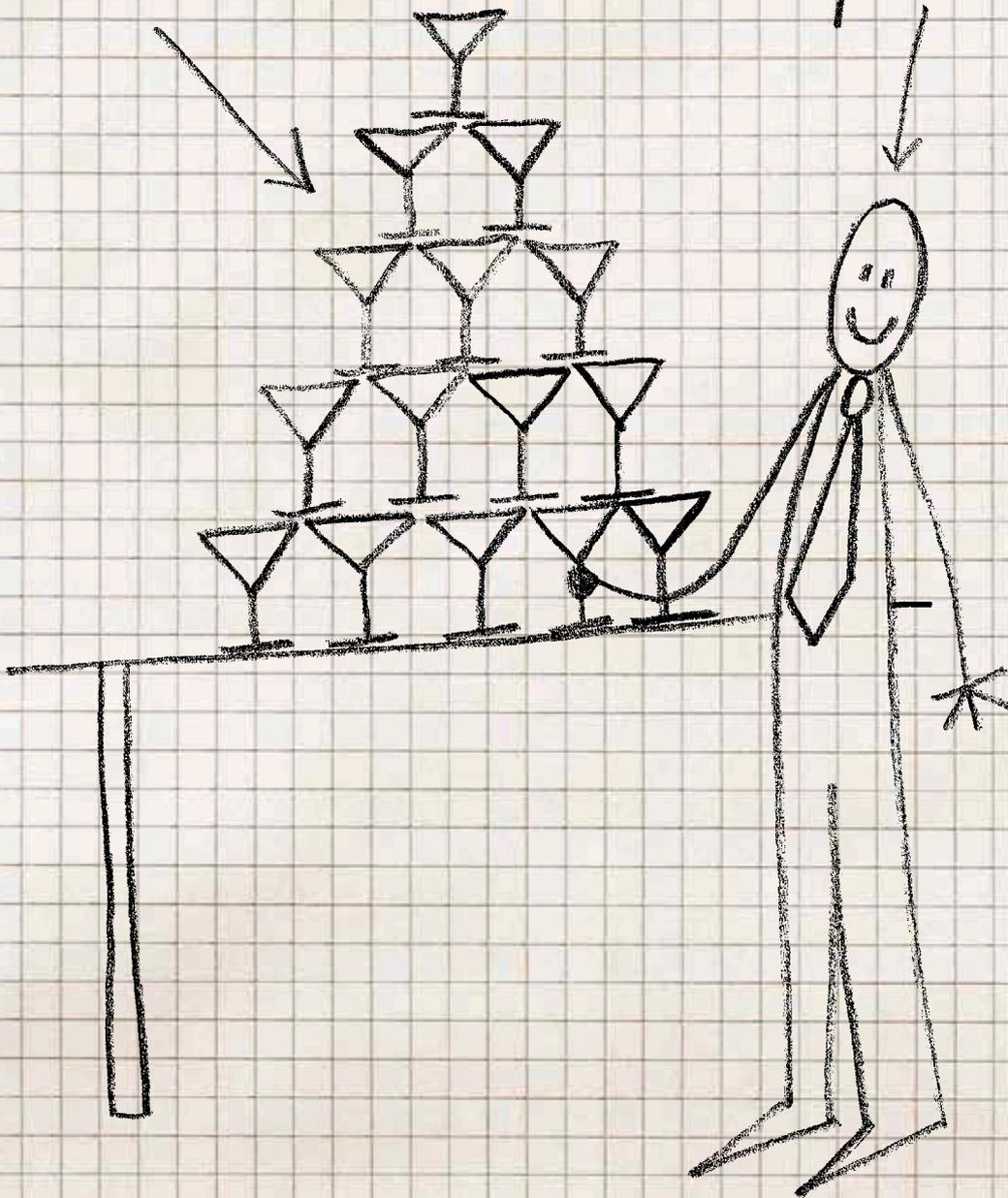


GENEVA CAREER WORKSHOP

March, 2014. MBA students at the Geneva campus attended a career workshop hosted by the Geneva-based human resources agency, Interiman SA. Embodying the Interiman motto, “The Passion of your Success”, company representatives demonstrated a genuine desire to share their knowledge and help the students acquire skills relevant to the business world.

Petites bulles

Un peu nul



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EU'S NEW LINKEDIN UNIVERSITY PAGE

April, 2014. This year, LinkedIn celebrates its 11th birthday. The site counts 187 million unique visitors per month and over 1 billion endorsements. As such, the company is offering a new LinkedIn Universities service for universities to network. EU has launched a new LinkedIn University page, inviting students, alumni and faculty alike to connect with the university and expand their online professional network.

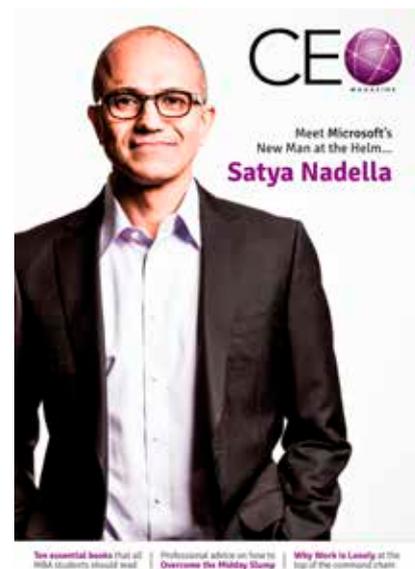
NEW ONLINE EXECUTIVE BBA PROGRAM

April, 2014. European University is proud to announce its new Online Executive Bachelor of Business Administration program, which will be offered from October 2014. It is the ideal offering for students seeking a more flexible degree or a fast track to the EU MBA. This one-year, two-semester intensive program is designed for working professionals with at least five years' work experience.



PROFESSOR PLUMMER IS WEALTH BRIEFING JUDGE

May, 2014. Since the establishment of Wealth Briefing almost 15 years ago, European University Switzerland professor Osmond Plummer has been a key correspondent for the agency. He was a judge at the Wealth Management Awards 2014 which took place in London on May 15th.



MBA ARTICLE IN CEO MAGAZINE

April, 2014. *CEO Magazine* has put the spotlight on EU's MBA programs. They spoke to EU Barcelona Academic Dean, Christine Clarke, as well as three alumni, about different aspects of the various programs on offer. Other feature pieces about EU's programs, written by faculty members, will be published in *CEO Magazine* throughout the year.



18 NATIONALITIES, 10 DAYS, FIVE DESTINATIONS

April, 2014. This year, 27 students from the Montreux and Geneva campuses embarked on the annual Asia Study Tour sponsored by EU's Leisure & Tourism Department. The adventurous group of EU students from 18 countries departed from Geneva airport on April 10th for a 10-day trip to five Asian countries: Korea, Japan, Macao, Hong Kong and China. The trip offered them an unparalleled opportunity to observe the business rules, practices and conventions of a strong cluster of Eastern countries.

NEW 360° VIRTUAL TOURS

June, 2014. EU has launched three 360° virtual tours of the Barcelona, Geneva and Munich campuses. The tours give users a bird's-eye view of each of the city campuses, allowing them to see just what the university looks like before they visit.



TOUR DE ROMANDIE

May, 2014. EU was a sponsor of the Montreux arrival of the 68th Tour de Romandie cycling race, held in Switzerland from April 29 - May 4. The famous race is part of the UCI World Tour 2014.

INSPIRING LEADERS



Patricia Jordà
Director of Corporate Strategy at Kantox, encouraged stepping out of your comfort zone.



Matthias Moritz
CIO at Alimarall, proselytized about how companies must embrace integration, innovation and the digital era.

As part of EU's practical learning philosophy, the university invites community leaders, alumni and international businesspeople to come to our campuses and speak to our students. Each one of these individuals inspires students in some way. We have taken some of our favorite lessons from these leaders and share them here with you.



Justine Markovitz & Jessica Dabbs
Head of Swiss Operations & Solicitor at Withers LLP, revealed how the real world differs from classroom theory.



Rolf Olsen
CEO at Leidar, emphasized the importance of finding and following your own 'North Star', and letting yourself be guided by your gut.



Uwe Brückner
Chief of Programming at TV BAYERN, underlined the power of communication and broadcasting in today's business world.



Leona Frank
Brand Strategy & Localization at Vistaprint, highlighted the importance of localization, cultural advertising and translation.



Xavier Camós
Product Manager at Moritz, gave insight into the complex worlds of branding and marketing.



Emily Sims
Senior Specialist at ILO, explored the concepts of social responsibility and the sustainable movement.



Renate Bohny
Global Category Buyer at BASF, shared her experience and motivated students to stay passionate.



Moritz Pilz
Sponsoring Manager at WWP, emphasized the impact of technology and innovation on communication.



EU INDUSTRIAL VISITS

Industrial visits have long been a staple of all EU programs. We believe in giving our students a bird's-eye view of the reality of business and brands while offering them an opportunity to network with some of the country's top professionals.

Many of the industrial visits in Barcelona, Munich, Geneva and Montreux are organized in conjunction with our academic and corporate partners. These companies then look at EU students favorably when they seek internships or job opportunities.



01. GROSSMARKTHALLE

Munich
February, 2014

02. TOURISM FAIR

Barcelona
April, 2014

03. UNION FOR THE MEDITERRANEAN

Barcelona
January, 2014





04. ESTRELLA DAMM

Barcelona
March, 2014

05. PASTORET

Barcelona
April, 2014

06. TORRES

Barcelona
April, 2014

07. PARLAMENT DE CATALUNYA

Barcelona
January, 2014

08. PAULANER

Munich
February, 2014

09. ROCA

Barcelona
April, 2014



10. LA FAGEDA
Barcelona
February, 2014



11. UEFA
Geneva
February, 2014

GENEVA:

PROSPERING THROUGH NEUTRALITY

EU has a well-established campus in the Swiss city of Geneva. Students who study here enjoy the opportunities that come with living in an international hub and the European headquarters of some of the largest public and private entities in the world. EU staff writer, Christopher Hendrickson analyzes how the Swiss neutrality policy helped shape the modern city of Geneva, how it later became a central point for international organizations and how future politics might affect Switzerland's neutral stance.



When you hear the name Geneva, perhaps you picture a chorus of flags fluttering in unison outside the European United Nations Headquarters; an old, master watchmaker fitting mechanical pieces together in complex and considered concentration; or maybe you think of a population with a penchant for precision and an adoration of consensus. But the city is so much more than that.

For decades, Geneva has been a beacon for both public and private international organizations wishing to position themselves in a central location and in a city with political and economic stability. The key to this attraction is Switzerland's century-long, famous neutral stance.

Switzerland is the world's second-oldest neutral state (Sweden has been neutral since the Policy of 1812) and walked a long and complex path toward neutrality; a status it maintains to date.

KEEPING THREATS AT BAY

The 1907 Hague Convention, called at the behest of U.S. President Theodore Roosevelt, produced a series of articles which would guide neutral states in times of conflict. These roles and responsibilities for neutral states were outlined at an appropriate time – just before the onset of World War I – during which Switzerland adopted a state of armed neutrality.

During the First World War, the country acted as a safe haven for a great number of artists, thinkers, pacifists and politicians. These thinkers made Switzerland and Geneva a nexus for debate, freedom and free thought; qualities which set the foundation for the modern-day diplomatic Geneva.

Alliances and allegiances notoriously implicate various countries in large-scale conflicts, and as such, neutrality helps a country avoid being embroiled in a far-removed and unrelated conflict.

The country's small size and the valuable paths that sprawl through its mountains to various locations throughout Europe make it a lucrative and attractive asset. Any provocation might have provided a larger power with the impetus to attack. In order to avoid being invaded by any such bordering power, it has been vital that Switzerland maintain good relations with stronger European states.

For example, had Switzerland decided to side with either Germany or France during any of the conflicts of the 20th century,

the country would have been contested by the two sides as a strategic emplacement, and engulfed as a theater of war.

AN ECLECTIC POPULATION

The benefits of Switzerland's neutrality are not just visible on the international front. External neutrality has also ensured the country's lack of internal tension and conflict. The heterogeneous population of Switzerland is made up of different cultures, languages and religions. In the past, the Swiss confederation was affected by the same religious conflicts consuming Europe. Cantons fought among themselves and their reign changed hands frequently. Neutrality was used as a method of stopping various portions of the Swiss population from taking sides in external conflicts and possibly tearing the country apart from within. Logically, Switzerland's path to neutrality began after an unprecedented military defeat.

1515 The Italian Wars

The Battle of Marignano, a conflict over control of Milan and surrounding territories, saw the Swiss Confederacy suffer a shocking defeat at the hands of the French, who were



Neutrality was a method of stopping parts of the Swiss population from taking sides in external conflicts.

led by King Francis I himself. Given the previous against-the-odds military successes of the Swiss, the defeat came as a shock. The following year an 'Eternal Peace' treaty was adopted by Switzerland and France. It was only broken after the French Revolution.

1798 – 1803 Theater of War

Switzerland was overrun in 1798 by Napoleon Bonaparte and his French forces. Bonaparte renamed Switzerland the Helvetic Republic and unified all of the cantons under one system of rule. This period was wrought with catastrophic economic and political problems. It left numerous Swiss citizens disenchanted and fortified the argument for neutrality. Many battles of the French Revolutionary Wars took place in Switzerland, where European

NEUTRALITY IN EUROPE



Sweden

Neutral since: 1812
The oldest neutral country in the world
Strong links with NATO, joined the European Union in 1995



Ireland

Neutral Since: 1930
Military neutrality and absence in mutual defense alliances sometimes questioned



Austria

Neutral since: 1955
Follows the Swiss neutrality model



Finland

Neutral since: 1955
Does not want foreign defense support and avoids international conflicts



Malta

Neutral since: 1980
Neutrality guaranteed in treaty with Italy, signed in 1983



powers competed and wrestled for control of Switzerland’s invaluable Alpine transit routes. Cantons in Switzerland changed governance several times, and the civilian population suffered greatly for it.

The French withdrew from the Helvetic Republic after internal dissatisfaction on the part of the Swiss, and the Swiss Confederation was reinstated once more. This period lasted up until 1815, when at the Congress of Vienna, Swiss neutrality was recognized by all major powers in Europe.

1848 A Federal State

Modern Switzerland was founded on September 12, 1848, when the federal constitution was first introduced. The cantons were required to submit a portion of their sovereign rights to the federal state, in return for a centralized government.

The cantons still retained a lot of authority, but this shift of power served to create a more unified Switzerland. The country has maintained its stance of armed neutrality since 1907, despite the outbreak of World War I only seven years later.

LAYING FOUNDATIONS FOR PROSPERITY

The combination of Switzerland’s privileged geographic position within Europe, its proximity to Africa and its early adoption of neutrality made the country the obvious choice for many non governmental organization (NGO) headquarters.

NGOs have been headquartered in Geneva for decades, and one of the most famous

was actually founded by a Geneva native: International Committee of the Red Cross (ICRC) was founded over 150 years ago in Geneva.

RED CROSS

It started in 1859 when Henry Dunant witnessed firsthand the horrific aftermath of the brutal Battle of Solferino. The inhumane suffering of the combatants had a profound effect on him, and galvanized him to work toward



The inhumane suffering of the combatants had a profound effect on Geneva native Henry Dunant.

the creation of an organization that would provide humanitarian aid for all victims of conflict and armed violence. Four years later, in 1863, Dunant realized his vision.

The Red Cross was initially protected by the political neutrality of Switzerland during the First World War, which allowed the organization to help prisoners of war outside Europe – for the first time. By the conclusion of the war in 1918, the ICRC had transferred almost 20 million letters and messages from prisoners of war, a feat facilitated by around 1,200 volunteer staff. In recognition of the incredible work of the ICRC throughout the conflict, the organization was award-



Top of page: European University students and alumni, along with members of the international business and political communities at the launch of former Swiss President Adolf Ogi’s English-language biography at the UN in Geneva; February, 2014.

Above: Geneva native, Henry Dunant, founder of the Red Cross.

ed the 1917 Nobel Peace Prize. As one of the world's most-respected and humanitarian organizations, the ICRC is a source of immense pride for both Geneva and Switzerland.

LEAGUE OF NATIONS

With the end of the First World War came the creation of the League of Nations, during the same Paris Peace Conference that ended the conflict. It was conceptualized as an intergovernmental organization, with headquarters in Geneva, of which the function was to maintain world peace. The League failed when Axis aggression pushed Germany, Japan, Italy and other countries to withdraw. The United Nations was established on October 24, 1945, designated as a replacement for the League of Nations. The UN began with 51 member states, and today has 193.

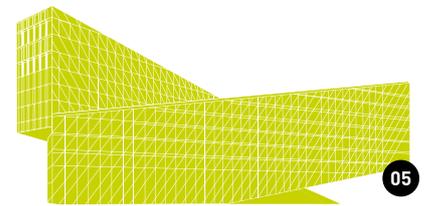
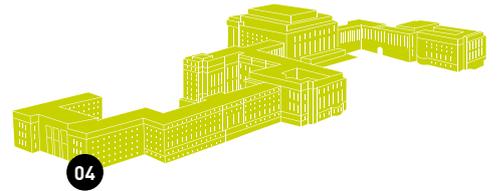
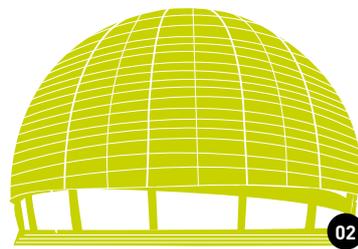
Switzerland's neutral state makes it the ideal location for the European UN headquarters, and every year the city hosts the September Peace Talks. Despite hosting the UN on Swiss soil for decades, the country only joined the United Nations in 2002.

THE FUTURE

The challenge for Switzerland in the future will be to maintain its unique identity in the face of an increasingly globalized world. But, with over 250 international organizations basing their headquarters in Geneva, along with the city's own continual growth, it will undoubtedly continue to be a center for international diplomacy and business for decades to come.

STYLE THAT ACCOMPANIES SUBSTANCE

Many of the impressive local and international organizations Geneva hosts are housed in exceptional and varied examples of European architecture.



01. **WTO HEADQUARTERS EXTENSION**
Wittfoht Architekten, 2012

02. **CERN GLOBE OF SCIENCE & INNOVATION**
T. Büchi and H. Dessimoz, 2004

03. **MUSEUM OF ART & HISTORY**
Marc Camoletti, 1910

04. **UNITED NATIONS OFFICE AT GENEVA**
Julien Flegenhaimer, Camille Lefèvre, Henri-Paul Nénot, Carlo Broggi and József Vágó, 1929

05. **JAPAN TOBACCO INTERNATIONAL**
SOM London, 2013

THE PEN IS MIGHTIER THAN THE SWORD: IMPORTANT PEOPLE WHO LIVED IN GENEVA



Jean-Jacques Rousseau
philosopher



Voltaire
philosopher



Friedrich Nietzsche
philosopher



Lord George Byron
poet



Mary Shelley
author



Peter Tchaikovsky
composer



William Wordsworth
writer



F. Scott Fitzgerald
writer

How Technology Changed the

What services do you
subscribe to?

When did we stop
traveling for meetings?

Who made photocopies
before the Xerox
machine?

Technology has changed business unrecognizably. Over the past 150 years, advances such as the computer, the Internet and social media have affected which businesses thrive and which take a dive. These things have also impacted attitudes toward work and the workplace. ON examines how technology has changed the business world.

Where will we be
in 2023?

WHAT WHEN WHERE WHY

Why do you buy
what you buy?

of Business

WHO IS WORKING FOR YOU?

Work culture hasn't always been the way it is today; large corporations and HR departments are 20th century innovations. Technological advancements, world events and changing attitudes evolved the working world and its members.

From a young child learning expert craftsmanship from his father to a recent graduate using her creativity to find innovative ways to stand out from the crowd, the general profile of the average worker has metamorphosed beyond recognition over the years.



THE AGE OF THE APPRENTICE

the middle ages through the mid-18th century

Got the job: by being born a boy and taking over the trade from a father, close relative or villager, usually at a young age and dictated by social standing.

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Learned through: working with the tradesman or craftsman in charge. Would start doing the most demeaning chores and would work up from there.

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Stayed: for the rest of his life.

-

Function: made all the products manually, one by one and from start to finish.

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Its Legacy: for the middle and lower classes, a man's surname was determined by his trade: "Smith" for blacksmith, "Cook" for those who made food and "Harper" probably for those who played music.

-

Benefits: all trades were necessary, there was not a "market" at this point and there was job security as there was generally one trade per village. Once the boy stopped being an apprentice he was essentially his own boss.

-

Drawbacks: you did the same thing forever.

Production starts to industrialize.

Factories and large machinery had a huge impact on how we worked. We went from manual labor to bulk material, steam power, production lines and larger quantities. Factories needed workers, and people migrated to cities, especially those with waterways for ease of raw material transport.



THE AGE OF THE WORKER

1760s-1830s

Got the job: by walking through the factory door, usually answering "help wanted" signs, and proving themselves fit and able.

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Learned through: a short introduction and doing the work; generally repetitive and not difficult.

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Stayed: for as long as they could physically handle; serious illness or age were the primary factors for being let go.

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Function: each worker generally focused on one product, making it over and over again.

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Its Legacy: bad conditions paved the way for unions, syndicates and workers' rights and the higher production numbers paved the way for consumerism.

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Benefits: as products varied and machines required different amounts of strength and dexterity, opportunities opened up for women and children. Jobs had more to do with speed and stealth than talent.

-

Drawbacks: low requirements meant high competition.

Companies start to organize.

An increased number of factories, businesses and corporations led to the need for a larger workforce. As such, a hierarchical system became necessary and the idea of management was born. Companies started hiring assistant managers, general managers and executives who would be responsible for the organization and smooth running of businesses.



THE AGE OF THE MANAGER

1840s-1930s

Got the job: by starting as a worker and rising up the ladder.

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Learned through: experience.

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Stayed: until the company or factory closed down.

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Function: less about production and more about managing people and coordinating shifts.

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Its Legacy: rudimentary foundation for the corporate management structure we have today.

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Benefits: higher wages and a sense of power, responsibility and superiority.

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Drawbacks: historically, the middle manager has never been respected much by the people above them or the people below them.

Employers become selective.

Large pools of workers, new hierarchical systems and a decrease in inherited trades changed the recruitment process, essentially giving employers more candidate choices. More people could afford to give their children higher education, leading to a new generation of better-trained candidates. Men learned leadership and organizational skills during military service and women acquired new skills by performing tasks usually done by the men who were at war.



THE AGE OF THE EMPLOYEE

1940s-1990s

Got the job: through very long, drawn-out and painful application periods that took a lot of time, energy and money. Applicants generally concentrated on their geographical area and field.

–

Learned through: higher education or military service.

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Stayed: job application processes were so painful, employees stayed at their posts until they got a promotion within the same company; era of the “company man”.

–

Function: employees were team members who were part of a bigger picture. Each specializing in their task to add to others like puzzle pieces.

–

Benefits: better working conditions in offices, more sedentary lifestyle, upward mobility and variety.

–

Drawbacks: more sedentary lifestyle, a sense of abandonment if ever let go.

Computers chip away at human jobs.

In the late 60s companies started installing computers in their offices, it was usually one per location and they took up entire rooms. Technological advancements like the computer, the network and the Internet slowly but significantly reduced the amount of repetitive jobs done by humans, leading to a higher ratio of job seekers to available positions. This, coupled with global economic crises has led to debilitating competition on a global scale.



THE AGE OF THE SELF-MARKETEER

2000-present

Got the job: through the innovative, inventive method they used to show companies what they’re made of.

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Learns through: a combination of on-the-job explanations, courses, training programs and private learning.

–

Stays: as long as it benefits them, always keeping an eye peeled for a better offer.

–

Function: bringing new ideas and enthusiasm to the company while gleaning as much knowledge and experience as they can.

–

Benefits: knowledge is easily accessible and careers are no longer equivocal with just one field. Will work for many companies and cultivate a solid background. Creative fields are in the forefront as, to date, these cannot be replaced with machines.

–

Drawbacks: the economic crisis and the intense competition has made salaries lower and workers less appreciated. Job security is also at risk because many companies are closing and/or downsizing.

Who knows?

WHAT DOES YOUR COMPANY DO FOR ME?

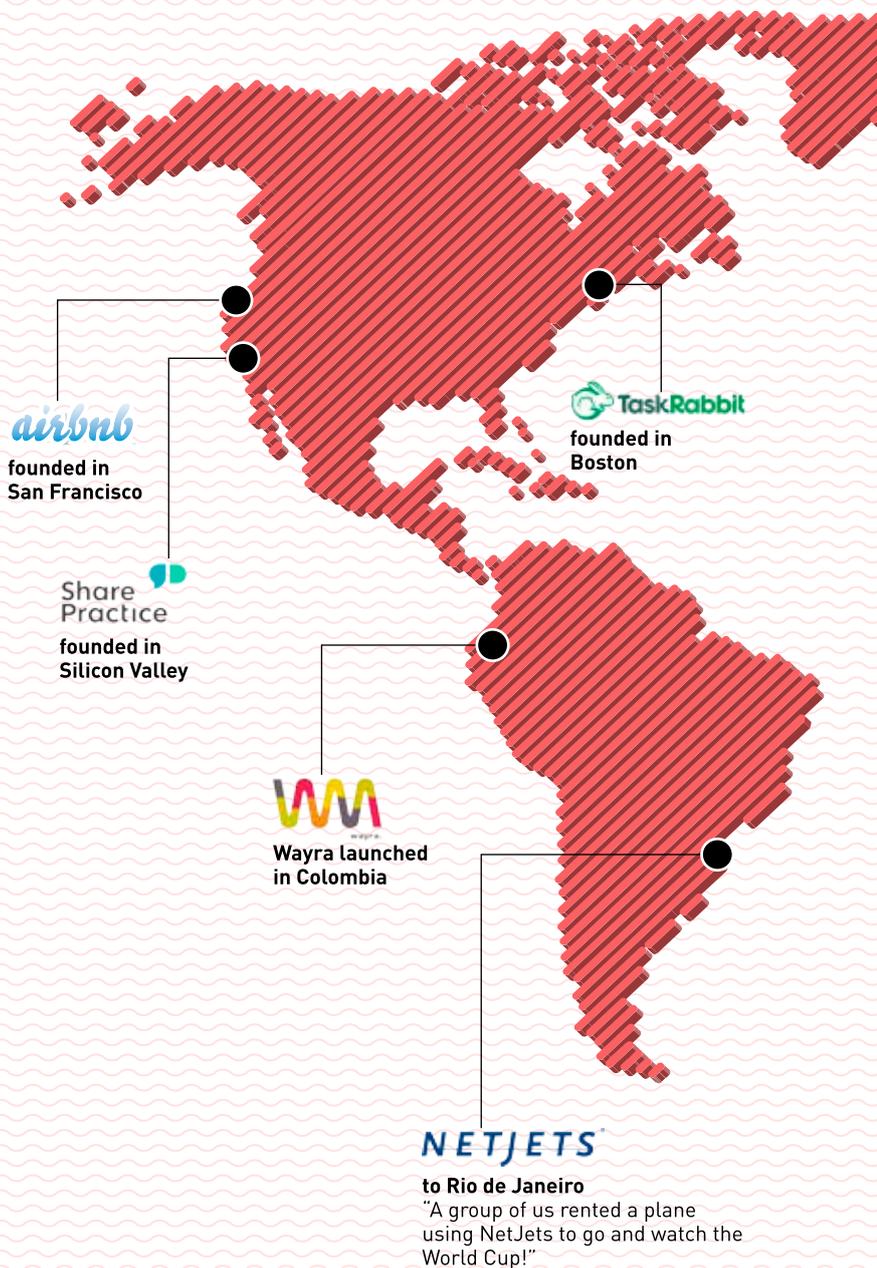
Society is shifting. We are no longer as focused on owning; instead, we are renting, borrowing and sharing. Companies in the business world have adapted accordingly; some modifying existing models, others offering new services based on collaboration.

The economic crisis, resource shortages and global warming have made us realize that we must work together, join forces and pool resources in order to progress and survive. Increasing urbanization means we live in close proximity with “strangers”. Increased mobility has led us to move to other cities, countries or continents and create networks outside our families. We’re realizing that material things weigh us down, making it harder to just “up and move”. We see that ownership comes with responsibility: maintenance, overhead, devaluation and decision-making.

Today, we trust, collaborate and connect with others. Mobile technology has facilitated this; we’re connected wherever we are at the touch of a button, and can share ideas, photos, videos, information, feelings and thoughts.

Welcome to the sharing economy. “What’s mine is mine” has become “what’s mine is ours”, and companies are listening. We’re no longer buying cars; we share them through sites such as ZipCar or Blah Blah Car. Gone are the days of purchasing CDs or DVDs; we have Spotify and Netflix. We’re not furnishing our flats with new pieces; we use Freecycle and Gumtree. And many of these new projects are being funded by common people, through initiatives like Kickstarter.

Take a look at the map and see how sharing is becoming an international phenomenon.



THINGS TO SHARE

People all over the world are sharing a wide range of things, services and spaces. Here are some of the most popular things we’re sharing today.



Tasks & chores



Household items



Music & media



Money



Automobiles

Oxford Dictionaries
Language matters
The *Oxford English Dictionary* was a crowd-sourced project. Organized by Professor James Murray, it took 70 years to complete. The term "crowdsourcing" was included in 2013.

I amsterdam
Amsterdam aims to be the world's first sharable city

couchsurfing
Istanbul
Couchsurfing's 200th weekly meetup

Spotify
Mumbai
"On holiday in India, I listened to the same music that I listened to back home in Montana."

Wuhan
The city's borrow a bike service has 90,000 bikes

freecycle.org
Nha Trang
"I furnished my new flat on Freecycle which meant I could afford a holiday to Vietnam."

fon
founded in Madrid

Atabaliba
in Milan
"I met my new business partner while working alone at the Atabaliba Studio."

EatWith
headquartered in Tel Aviv

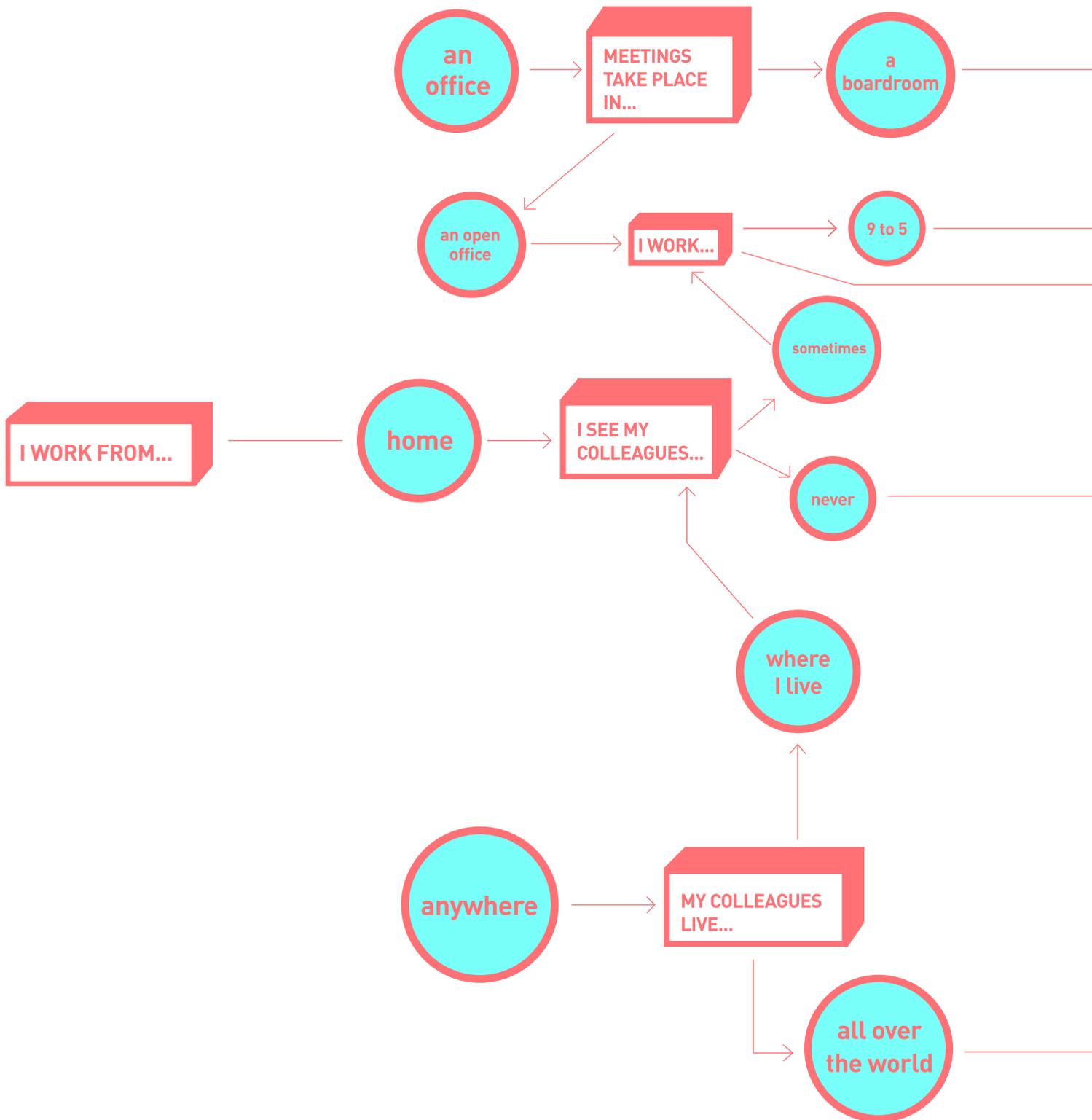
MEGA
headquartered in Auckland

Naija Workman
founded in Nigeria

airbnb
South Africa
"The money that I'm saving by staying in an Airbnb apartment allowed me to go bungee jumping!"

- 
Living spaces
- 
Meals
- 
Travel accommodation
- 
Apparel
- 
Bikes
- 
Storage space
- 
Work spaces

WHEN AND WHERE DO YOU WORK?



WELCOME TO 1987: BIG BUSINESS

With the 80s came the rise of the “Yuppie”. Business, work, corporations and making money was what it was all about. People raced to the office, eager to prove themselves. Breakfast meetings and power lunches allowed people to refuel without wasting valuable work time.

Managers tried to rationalize work, boosting performance through the glorification of

repeated tasks and the hierarchical corporate structure. Typewriters and industrial copiers contributed to entire warehouses filled with stacks of paper.

However, technological developments did arrive. Apple brought out its revolutionary operating system in 1984; the first with icons, windows and mice. Brick-sized mobile phones

became popular among executives. The first dot.com business was registered in 1985.

The corporate ladder became an escalator; if you wanted to get on it, you were at the office six days a week. People’s lives revolved around the office, their profession, dressing for their success. If you weren’t there, you lost the race.

WELCOME TO 1996: COOL BENEFITS

During the 90s, teams, openness and communication became business trends. Employees had to come to the office, but with more technology and 24-hour availability, the lines between work time and free time began to blur.

In 1992, CNN Money reported that there was “a new type of perk” which in-

cluded “flexitime, job sharing, child-care assistance and leaves for family emergencies...” Middle managers didn’t want to be seen as authoritarian. They promoted communication and teamwork, without the cubicle vs corner office segregation. Companies introduced open office plans, casual Fridays and activities like corporate picnics. Palm Pilots,

offline hand-held devices that carried contact lists and notes, were all the rage. The rising popularity of the Internet, search engines and e-marketplaces meant people didn’t have to get up from their desks as often and that new businesses didn’t require as many office square meters, overhead costs or even employees, also known as the dot.com bubble.

WELCOME TO 2005: THE FLEXIBLE WORKFORCE

Humans’ triumph over Y2K was short-lived; technology moved into the workplace and started moving people out. The dot.com burst left people shaky economically, but proved that starting a company wasn’t that hard. The “be your own boss” culture took off and people declined to simply settle for what was available.

Offices became even more about team building; with a sense of responsibility among all workers to reach goals. Managers became more like motivators than bosses, and the good and the bad were shared by all.

As the perceptions of workplace and schedule evolved, so did job descriptions. Employers adopted practices to save on over-

heads. Flexibility opened the market for a new kind of worker. Telecommuting positions opened up to stay-at-home mothers and people who lived elsewhere. Thanks to new technologies, workers could participate in calls and meetings. This decade was one of great transition; one germane to today’s corporate environment.

WELCOME TO 2014: THE FREE FOR ALL

These days, it’s all about standing out from the ever-growing crowd. Fierce competition is raising the bar and factors like crises, fewer jobs for humans and employers hiring from countries with lower wages are making it more difficult for young professionals. As a result, there has been a rise in entrepreneurship. The number of daily commuters is decreasing

and the percentage of corporations with part-time, external and temporary contracts is growing.

Work-life balance has become very important, and people expect more from their companies. The advent of social media, mobile and cloud have blurred the lines between the personal and professional. Work-life balance issues are becoming

more and more important for corporations. A person’s social media posts can affect their job, and employees often stay connected to work after hours.

We don’t know how companies will look in the 2020s, but trying to maximize performance in a world with fewer boundaries will no doubt shape how workplaces evolve in the future.

WHY ARE YOU WEARING THAT?

Companies today must be transparent. Thanks to online advances, people now communicate, research and share information on what was once out of their purview. The Internet can lead to a company's success, used to gain new customers, disseminate products and launch campaigns; but it can also be its downfall. Given today's communicative culture and accessibility to information, companies can no longer hide their mistakes or unethical actions.

With great information comes great responsibility. Today's informed consumer doesn't just make style choices, but ethical ones too. People support or boycott companies as much for what their brands represent as for the service or product they provide. As such, companies have changed their *modus operandi* and begun to make more responsible choices: the ones that, though more expensive, today translate to a bigger bottom line. **Look around. What do your choices say about you?**

ETHICAL

AVEDA

makes you pretty; but their green policies are prettier



H&M's

Conscious and unwanted garment Collection(s) got a green light



OXFAM's

global dedication to ending poverty in a cup



ROLEX

proves CSR and luxury go hand in hand



LEVI'S

advises you to not wash your jeans if you want to be green



BMW's

new "i" line puts the green into both process and product



WHOLE FOODS

is fighting for the future with their food and farming policies



CARLOS SANTANA'S

stylish shoes mean education and health for children worldwide

UNETHICAL

L'ORÉAL

generates 30g of waste per product, despite green initiatives



CARLSBERG's

bottle may be green, but they invest in projects that aren't



WALMART

still refuses to implement certain worker safety measures



RYANAIR

wanted to charge for in-flight bathroom usage

BURBERRY

still uses farmed animal pelt; still considered cruel



H&M's

Conscious Consumer collection contradicts other company actions



IVORY

use is cruel and good for nothing



GAP

disregards worker safety and won Worst Company of the Year 2013



PRIMARK

learn the lesson already, child labor is wrong, period



DIGITAL MEDIA MANAGEMENT VS. COMMUNICATION AND PR

The advent of new business fields has impacted education. Colleges are offering new degrees relevant to today's corporate world that didn't exist a decade ago. ON takes a look at EU's degrees in Digital Media Management and Communication & Public Relations and compares the two.

DIGITAL MEDIA MANAGEMENT

Focus

Discovering, harnessing and exploiting digital media for corporate growth; shaping corporate image, attracting clientele and creating platforms.

About

Students plunge into the world of digital media. They understand the basic concepts of business, such as management, accounting and strategy, before taking an in-depth look at the modern media industry.

Topics Covered

The media industry, mass media and communication, managing media companies, strategic media marketing, digital media technologies, international media management, media design and technology, innovation management, media psychology, legal and ethical issues, dynamic content and project management.

Future Employment

Digital media has become vital in nearly every field today, opening up opportunities worldwide. A thorough knowledge of the topic and related elements equips graduates for various roles. Positions in digital media-specific companies become accessible, and careers in multinational communication, advertising, publishing and public relations firms are also placed well within reach.

Number of Credits:

192 ECTS/140 CH

Available on all EU campuses

COMMUNICATION & PUBLIC RELATIONS

Focus

Learning about general communication and PR principals; recent radical changes; and how to capitalize on them for maximum effect and profit.

About

Students develop a comprehensive understanding of industry topics. They analyze the fundamental elements of the subjects and examine intercultural and international communication methods and strategies.

Topics Covered

Fundamentals of public relations, interpersonal communication, event and conference management, public relations campaigns, international public relations, intercultural communication, persuasion and lobbying, social, company and state protocol, mass media ethics and law, innovative electronic communications and media planning.

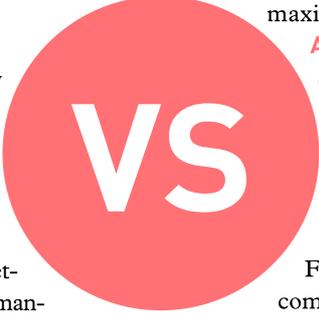
Future Employment

Graduates of Communication & PR are armed and ready to excel in their field. Some go on to become communications specialists for multinational corporations, PR agencies, government departments and financial institutions, while others head into media, event organization, marketing or decide to set up their own communications company.

Number of Credits:

192 ECTS/140 CH

Available on all EU campuses



VS

ON PEOPLE



EU ALUMNUS DIGS FOR DATA

CEO of Transparent, Willem-Jeroen Stevens, talks about life after EU, taking a road less traveled and where this path has led him.

Turn to the article on page 56 to learn about his entrepreneurial spirit, his ideas and his ability to multitask on two wheels.

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KEEPING IT KOOLE

Alumni Association Chapter Leader for The Netherlands, Sjaak Koole, has a master's degree in Computer Science and an MBA in International Business Management. He went on to excel in the information technology field and is currently the Chief Support Officer at PROLIN Inc, an IT service management company. Koole talks to ON about pioneering the mobile revolution, stepping away from his phone and how education can benefit from technological advancements.



PROLIN helped pioneer the mobile revolution and made BlackBerry phones popular in Europe. Do you remember the skeptics who thought smartphones were just another fad?

Of course. Almost no one in Europe got it at first. They all said “nobody wants this”.

What changed that attitude?

The 2002 elections in The Netherlands. The social democratic candidate called and said: “I want to get rid of my fax machine – it does not do the job for me. I have to coordinate an election team of more than 100 people. We need smartphones, something that keeps us all up to date.” We delivered the devices; they were really hard to get at that time but we made it.

Then that politician became prime minister...

Yes, and the next day he was on the cover of a major newspaper in Holland with a BlackBerry in his hand, saying: ‘look, this machine won the election for me’. So I thought: if politicians can be convinced, so can businesspeople and private customers. It was the beginning of the mobile revolution in Europe.

What mobile communication trend is on your mind today?

People don't want to differentiate between work and leisure devices anymore. They just want to have one smartphone or tablet and perhaps a laptop. For many IT guys, this is a nightmare. They are afraid of the security risks, like what if somebody loses a phone with classified company information on it? It's funny how the IT business can be very conservative on one hand, and driving force of innovation on the other. Many people in that industry are really afraid of change. It's quite a paradox!

What qualities are needed for a good, innovative IT investor then?

You need to be analytical, and see the social and cultural aspects of technology, and the broader business side of course. Many of my friends say: oh, you work in IT, can you help me with my computer? It's like approaching an expert on oil and gas production and asking for some gas for your car!

Is there any part of your personal life that works without mobile technology?

Not really – I have always used it for a lot of things. I was the guy shopping for baby stuff on my phone when my baby girl was born. Sometimes I try to get away from the device. And you know what? Life still goes on!

What is the longest time you've been away from your phone?

The 30 minutes of each week that I spend in the sauna, and then only because these devices cannot stand temperatures of 80 degrees Celsius!

Professors complain about students who stare at their phones instead of paying attention. Do you think mobile technology can improve education?

Well, you need to engage students to use technology as a learning tool. Just banning it from classrooms is not the best way. If you look at the rising investments in mobile learning (e.g. Kahn Academy) and web conferencing (e.g. Zoom.us), you get the idea that this is a market of the future. You do not all need to be in one classroom to learn from each other. Just like I don't need to sit in an office to get my job done; I can do it anywhere, while I am connected to my colleagues.

Can technology also be a tool in early education?

This technology is so intuitive. There's a study that looked at the use of mobile technology among very young children. And even one-year-olds immediately understood the swiping and pinching on the screen. When you give them a book later, they also try to swipe the pictures. My daughter is attending a Steve Jobs school, and toddlers there use iPads to plan their day and learn math. It shows that technology has become part of day-to-day life, and people can benefit from that.



WHAT'S MINED IS YOURS

EU alumnus and entrepreneur, Willem-Jeroen Stevens, founded his own data mining company in 2000, Transparent, which remains at the forefront of the sector. Communication skills, future vision, an entrepreneurial spirit, education and familial influence, along with international experience and hard work, have led him to where he is today.

While traditional mining companies extract iron ore, gold or diamonds, Willem-Jeroen Stevens' company, Transparent, mines data. Transparent performs recovery audits, where lost money is identified, verified and recovered; provides insight on client data; and also advises and benchmarks.

Stevens' career began with his BBA and later his MBA in International Management at European University. "I liked the interactive teaching, the combination of academic learning and concrete case studies, the courses by people who came from the business world and the intensity of the class discussions. It was very modern and advanced. In 1990 we already had computer classes!"

Stevens comes from an entrepreneurial family: his mother has her own company in management training, and his father a large law practice, complete with a wide network. He was in good company at EU: "I seem to remember that a large proportion of the students at European University in my time had a father or a mother with their own company."

The future CEO waited a while before tapping into his entrepreneurial spirit. During his BBA, he worked for two months as a temp for Interturbine in Dallas, a company that manufactures and repairs turbine jet engine parts. After graduation, he spent six months in Hong Kong, working for Meco Metal Finishing Engineers, a company which electroplates precious metals for the semi-conductor industry. "There I used what I learned at European University about optimizing processes."

He was part of a special project for implementing new procedures for precious metal plating which resulted in annual savings of \$200,000 worth of gold. "Then I went to Sydney, Australia where I lived for six months and worked for Richard Elis, International Property Consultants. That was a property evaluation company, not really in line with my education, nonetheless very interesting and I learned a lot."

Pursuing a master's in Industrial Management at the University of Dallas was the next step for Stevens, one that allowed him to truly appreciate the value of his EU education. "It was the first time I could compare EU with a foreign university which was highly ranked. It soon became clear that I was very well prepared."

As a new recruit at Nicolon, an industrial fiber manufacturer in Atlanta, Stevens put into practice what he had learned during his studies and shortly after, he was asked to become the factory director. "I was only 27, and managing a small factory of 50 employees in the outskirts of Atlanta was not exactly what I had in mind for my career. So in the end I left the company and looked for something new." He moved to Detroit and worked for Profit Recovery Group International from 1997 to 1999, before heading back to The Netherlands with the same company.

The new millennium brought about a new beginning for Stevens. He launched his own company, Transparent, which started in an attic. They were just two people in the beginning, both full of energy, enthusiasm and belief. "You really need some luck when you start. You need clients who understand, who are willing to trust begin-

ners, and say, 'OK, they are small but let's give them a shot'."

Calculated luck also plays a part in the business structure behind Transparent. The company is only paid if they recover money for their clients; if they do not find or recover anything, they don't get a dime. "This means that we can do weeks or months of work for which we do not get any payment. Fortunately, from the beginning we had cases where we recovered large amounts for our clients, thus made

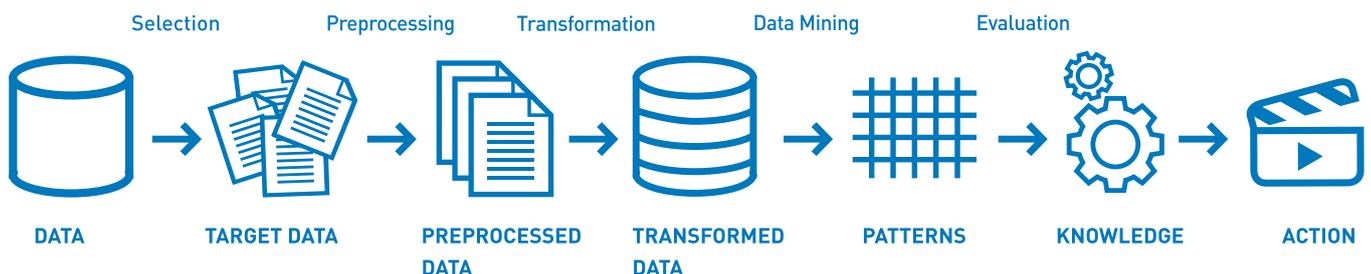


"You really need luck when you start. You need clients who understand, who are willing to trust beginners."

money ourselves; we started to build from there." They are now present in five European countries, have agents in Mexico, two U.S. offices and one in South Africa.

Transparent, says Stevens, does things differently from other companies that offer recovery audit services. His is a "mining company", in which technology plays a huge part. Transparent takes the Purchase to Pay (PtP) data for medium to large companies and analyzes them. Multiple Enterprise Resource Programs (ERPs) are combined into one mega database which is also analyzed. "Basically we put this

DATA MINING BREAKDOWN





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enormous amount of data in one big file, shake the box and see what falls out. The fall out can show, for instance, that a company made payments from two ERP systems to the same supplier for the same invoice. So we recover the money for our client and get our finder's fee. On average, something goes wrong once every 4,000 to

|||||||

“Do not be afraid to change, don't settle for the first thing that comes your way. Ask yourself if this is really what you like.”

10,000 transactions. For a small company, that is not significant. But think of a large multinational paying millions of invoices every year....”

It seems like a win-win situation for businesses working with Transparent. If it appears that everything is ship shape in their company, they are reassured and do not pay anything. If there have been mistaken payments, they recuperate money. Stevens agrees: “Yes, it is. And this not the only thing Transparent does. We also give advice to our clients, data insights and benchmarking, to prevent a recurrence of the mistakes.”

The work Stevens and Transparent are doing is slowly changing the views of CEOs and CFOs: “It had not crossed their minds that accounts payable could become a profit center; for most of them, account payable is synonymous with cost.” The company also ex-

plains the process to their clients, ensuring they get access to their own data in a very clear and understandable way. “And they love it.”

Stevens' ambition is evident and he is enthusiastic about the future. Looking ahead a decade, he boldly predicts people won't be needed in either accounts payable or accounts receivable; instead, the CFO and the controller will manage these areas, thanks to integrated platforms. Effective, open communication paths via automatic systems will enable everyone involved in a transaction to see what's going on. “Deciphering the big data is what it's all about.”

Transparent's boss not only likes what he does. “I love it,” he says. “You need to do something to find out whether you like doing it or not. Moreover, I still use the things I learned during my education. Although I did industrial management and what I am doing now is not industrial, basically it's still analyzing a process. You write down everything that's done, analyze it and look for a better, more efficient way to do it.”

Stevens encourages staying one step ahead and seeking to do what you enjoy, rather than staying in your current field: “You cannot stand still, if you want to stay ahead of the pack you need to rethink yourself constantly. Don't be surprised if, starting to work in the field you trained for, you do not really like it. Do not be afraid to change, don't settle for the first thing that comes your way. Ask yourself if this is really what you like, or whether you should try something else. Pick something you enjoy doing, and which might not be what everybody expects you to do. Don't settle for second best.”

“Sometimes knowing the culture isn’t enough; some cultures are more in tune with your DNA, and thus automatically more appealing.”



3M *an ade iracles*

Managing Director for 3M France and an EU bachelor's and doctoral alumnus, Koen Wilms works for one of the most innovative companies in the world. Responsible for creating life essentials like Post-Its, Scotch Tape, Scotch Guard and Thinsulate, 3M might be known for its miraculous products, but Wilms believes it's actually the people who work for the company who make the miracles happen.

The importance Koen Wilms places on people is evident; he is a man with many friends, and the low table in his drawing room displays an impressive number of cards wishing him well on his 50th birthday. It's an age when, these days, one is still young, but also an age which offers a vantage point from which to reflect.

"The key thing for me is people. I've just turned 50, which is why you see all those birthday cards. It is a time to know your place in society, to ask yourself questions about your life and how you've made a difference for those who are less fortunate. I've had many chances, and I want to share. It's like a bottle of good wine: you do not drink it on your own. When I retire and I look back, what I hope I will recall is not that I exceeded my profit projections by 27%; but rather that I had a great team, that we worked in a spirit of great mutual respect, that we had a good time together and that we helped others to develop."

Whenever Wilms gives a lecture on leadership, he insists on the importance of people, working with people, bringing the best out of people. He implores people to not judge people instantly, but to give them a chance to prove themselves, to blossom, to flower: "Because – and I cannot say this often enough – whatever you accomplish as a manager, you do it with people."

Happiness is important to Wilms. He took his time finding what it was he wanted to do; with a bit of trial and error along the way. He first tried psychology, before going down the law path. However, his heart was not in it, and he looked instead to economics. Studying a BA in Marketing and Economics at European University appealed for a number of reasons. "There was the content of classes at the EU, which interested me. But also the innovative way they were taught; very interactive, in small groups, with continuous evaluation. That suited me down to the ground. Also, I saw it as a springboard to complete my bachelor's degree with an MBA in the United States... Studying there really helped me in my career afterwards. Then after 10 years I got the academic itch again and I wanted to go for my Doctorate of Business Administration which I did at European University in Switzerland."

Currently the Managing Director of 3M France, Wilms can look back at a varied career within one company. "What I appreciate so much in 3M is the many, diverse opportunities it gave me. As you no doubt know, it is a huge conglomerate, with 65,000 different products, a large international presence, and numerous possibilities to move on; not always upwards but also sideways. That way, you grow as an individual, you learn, you work in different cul-

tures, you get to see so many places. This combination of a rewarding professional activity with a cultural aspect and continuous learning; that's really fascinating. Of course, there are always difficult patches. You can have a year where the forecasts are really tough and when you ask yourself if you are still enjoying it. But, yes, overall it has been a fantastic ride, and still is."

The 3M company philosophy is out of the box. Arguably its most famous product, the simple yet effective post-it, is, according to Wilms: "a good example of the company philosophy." Hailed as "a minor masterpiece of innovation", this everyday office supply was in fact discovered by accident. The nearly 8,000-strong research team can devote roughly 15% of their time to outside-the-box innovation. They use company resources, but their personal research is not monitored, not processed in a formal way. The message is: "Think out of the box and see what you can come up with". That atmosphere pervades the whole company and suits me thoroughly."

The human values that Wilms comments are important at 3M clearly align with his priorities. The philosophy of one of the first 3M presidents, William McKnight, explains the idea in a nutshell: "His philosophy was that mistakes will be made by people. But if management makes the mistake of dictating people what to do, that

will be much more detrimental than letting people innovate and experiment. Give them freedom, let them learn; there will be mistakes and dead ends, but there will be fewer mistakes than when you run your company in an authoritarian manner.” This focus on the human side of a company dates from the 1940s, long before the new technological revolutions started, and is what inspired Wilms: “It’s not just about profits and figures: they want to achieve their targets in a nice way. And then, it’s your personal leadership which turns that inspiration in a reality.”

Wilms has traveled extensively during his career, making the most of opportunities that came his way. He extols the virtues of facing new challenges and explains how his international career was launched practically overnight: “On a Friday evening my German boss called me and said ‘Koen, I have an opportunity for you to become country business leader in Nottingham, England, to run the United Kingdom and Ireland. But I need your answer on Monday.’ That left me just one weekend to make up my mind. I accepted and it was the best move I ever made.”

Working internationally opened Wilms’s eyes to various cultures. “England is just an hour-long ferry journey away from Belgium or France, but it is a different culture in terms of team spirit, of way and quality of life. Getting the opportunity to work in that different culture was really a blessing. I cannot put it in another way.” Discovering various cultures throughout his career, Wilms appreciated the importance of leadership skills and how working well within a team is crucial in making things happen.

Wilms’s international experience was instrumental in his understanding of various cultures. He learned how cultures work in different ways; how attitudes vary; and how one’s behavior must be adapted accordingly. In the U.K., for example, teamwork is a must, while in France, a more hierarchical structure is in place. “The English culture is much like the U.S. culture; an atmosphere of ‘let’s go there together’ and ‘yes, we can’. You have to know those things if you want to get most of the people you work

with. This is not manipulation, it’s knowing and understanding the cultural DNA structure. Those differences are very real and can go far.”

However, sometimes knowing the culture isn’t enough; some cultures, argues Wilms, are more in tune with your DNA, and thus automatically more appealing. He is particularly attracted to the Latin American culture. “Latin Americans tend to think in collectivist terms, in terms of family or community. For them, the main question is not about personal success but what you contribute to the family unit, how you support your parents, grandparents and community at large.”

Another major difference, Wilms comments, is time management. “In many western countries, companies are run under the pressure of the quarterly reports. Japanese companies are very different. Quarterly reports do not interest them. They say, we have a plan for the next five, ten, twenty years, even sometimes for the next generation.”

Wilms didn’t take every opportunity abroad he was offered, in fact, he feels that if the individual is not convinced it is the right move for them, then the organization should drop the idea instead of forcing it, as this will always be counter-productive. He believes he wouldn’t have performed as well in an environment which felt uncongenial to him. His experience has led to the development of his leadership skills and the way in which he treats his employees: “I find out in which post they will be most productive and happiest. I call it ‘finding the sweet spot’. If you can match what the company needs with what the employee feels good doing; it’s a win-win situation. That’s when miracles happen.

“I always enjoyed what I did, and as the results were good as well, that was the perfect combination. Both go together anyway. You cannot really enjoy what you do if you do not get results.” His advice for young graduates? “The same as I give my three godchildren: go with your heart, go where your passion is.”

TRUE OR FALSE?

A A POST-IT® NOTE WEATHERED 500MPH SPEEDS AND -49°C TEMPERATURES ON THE NOSE OF A PLANE FLYING FROM LAS VEGAS TO MINNEAPOLIS.

B IT WOULD TAKE APPROXIMATELY 1 BILLION POST-IT® NOTES TO CIRCLE THE WORLD.

C TODAY, THE POST-IT® BRAND NOW HAS OVER 4,000 PRODUCTS.

D LIZE VITOLINA CREATED AN EVENING WEAR LINE MADE FROM POST-IT® NOTES. IT INCLUDED A WEDDING GOWN, HATS AND A BRIDAL BOUQUET.

E IT TOOK 75,000 GREEN POST-IT® SUPER STICKY NOTES TO MAKE THE WORLD'S LARGEST PINK RIBBON FOR BREAST CANCER AWARENESS MONTH.

F IN 2012, THE BLACKBOARD POST-IT® LINE FOR TEACHERS (COMPLETE WITH CHALK STICK) FAILED AS THEY HAD MOVED ON TO SMARTBOARDS BY THEN.

ANSWERS: A. True B. False C. True D. True E. False F. True

506,880,000. C. True D. True, but the collection didn't include rain gear. E. False. They were neon pink, obviously! F. False. We totally just made that up.



MAKING IT MATTER

Born in Bulgaria, Youliana Lyubenova graduated with an MBA from EU in 1999. She started at the Hewlett Packard Brussels office that same year and has been at HP ever since, growing from a process engineer to a worldwide process manager. Her career reflects how working for a multinational can allow an employee to do many different jobs, learn new skills and discover new experiences without changing companies. Lyubenova has worked with many talented people from all five continents.

I graduated from the EU Barcelona campus in 1999, during the dot.com boom. That same year, I went to a three-day job fair in Brussels. It was really impressive – we had 20-30 interviews with many companies, and I got four job offers. One from Fiat in Italy, one from a company called Eurolinks and one from Mango in Spain. HP offered me a position working in their European Coordination Center in Brussels.

I think I chose HP in part thanks to EU. During the MBA program, we studied many business cases, and one of them was about HP culture, the weight they placed on customer importance, their values and then, of course, the technology aspect. It turned out to be absolutely the right decision and I have been there for 15 years.

People nowadays tend to swap a lot from one company to another. But that's one of the benefits of working for such a large, multinational: your job is constantly evolving. So much so that I have switched positions every couple of years, usually to something related to my old job, but new at the same time. There's this constant learning experience that keeps you motivated and interested in staying with the company. Especially one that offers interesting assignments, an international environment, great flexibility and an objectives-based working culture; something you don't get in many other companies.

When I started, HP was consolidating all their financial and administrative activities across their European offices into their center in Brussels. Shared services centers have become popular in recent years, but back then this was something new and innovative. It was a different way of looking at finance and admin functions, and how to standardize and optimize them. In addition, shared services centers reduce costs and provide a better service to customers; a very important aspect of every business. I was working as a process engineer, standardizing processes and consolidating operations from different offices in The Netherlands, Germany and France into our Brussels office; it was a very exciting, international environment.

In order to put shared services operations in place, you have to have the right technology, which enables you to process documents remotely. We needed documents from one country, scanned and processed in a different country. The digitalization that is now such an essential part of daily life was being developed at that moment. HP was so successful consolidating their global operations,

that in 2003 they decided to make a revenue-generating business out of it. It's now called Business Process Outsourcing or BPO.

Companies have business challenges all the time. Usually they are looking for ways to automate, reduce costs, standardize processes, free up capital, focus on more value-added activities and grow the business. This is where HP's BPO department comes in. We offer them solutions. Solutions which contain a very important technological element. When I started in 1999, we were looking at simple documents, scanning, digitalization and simple workflow solutions. These days we offer fully-integrated solutions that can fuse with customer systems, including full automation and e-invoicing. In the early days, we would use simple reporting to analyze operational data; now we work with sophisticated data analytics and business process management (BPM) tools that allow detailed analysis of unstructured data and complex single front-end reporting from different sources.

When the BPO launch project first started, I worked on the strategy and on the portfolio that we were going to offer external customers. Once we won our first customer, a major, American multinational in consumer goods, I became their global process lead, responsible for transitioning their finance and admin to HP successfully. So we're talking about an almost 300+ head count type of project, across three continents: the Americas, Europe and Asia Pacific.

With any venture, you try to plan as much as possible, but then you have to be able to react to anything that comes in to the project. HP tests its products before offering them in the market. Before you can sell a solution to a customer, you could easily spend months or even years on its development. Your team may have tested everything, but there still might be issues that appear during the late stages of testing or in production. Then you have to find a solution, because you have to make your customer happy and because you have a lot of other operations or departments depending on it. This issue resolution, as always, is part of any project management. Nothing ever goes flawlessly; you always have issues and unexpected risks that come along, and you must plan for and mitigate them. I work in services, so we have different types of technology there, but of course you have printers, PCs and so on, they go through all the testing cycles before they reach customers.

It's this kind of thinking and business



Technology is changing rapidly and constantly; five years ago for example, there weren't many cloud-based services on the market, and now most solutions are on the cloud.



450 Million subscribers depend on HP mobility management solutions



13 Billion credit card transactions are processed annually by HP



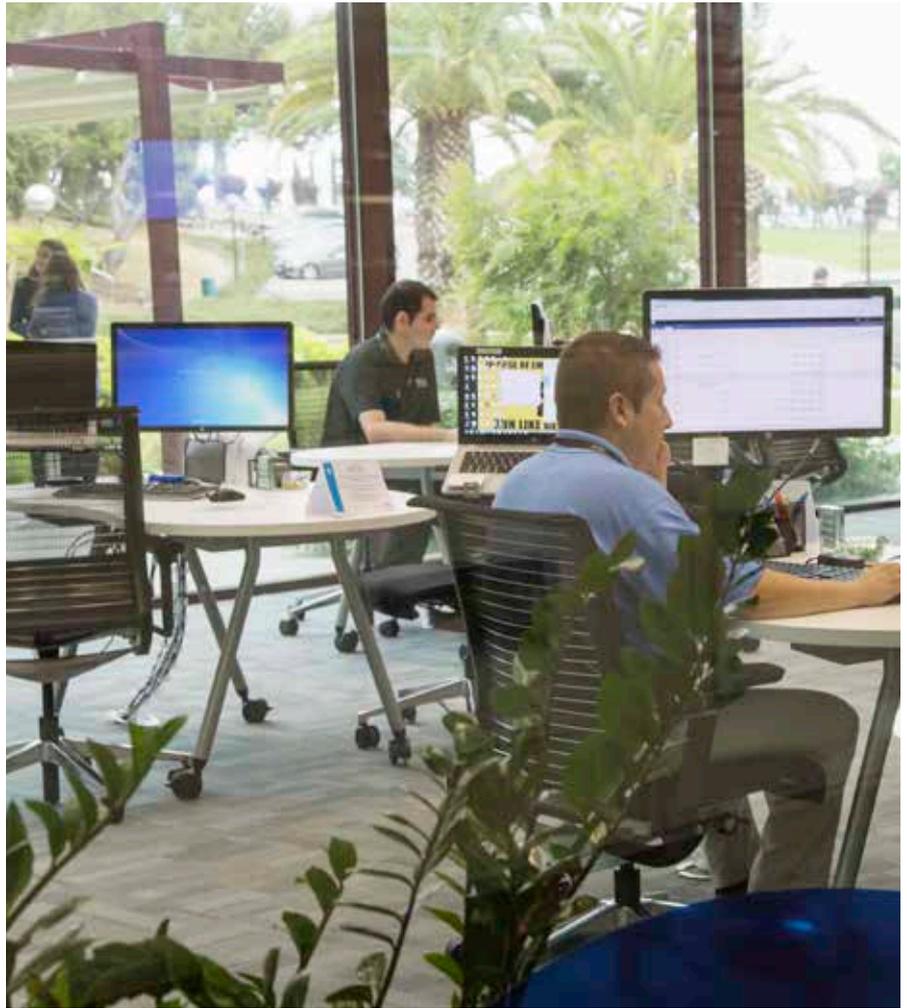
85 of the top 100 consumer goods companies are HP clients

model that has made the initials ‘HP’ synonymous with innovation. The company is dedicated to new product generation. HP Labs is where they particularly focus on new product generation, and I am only talking about the hardware part – remember that HP is enormous. The company has over 270,000 employees and many different business units. Every single unit also has its own R&D department.

Technology is changing rapidly and constantly; five years ago for example, there weren’t many cloud-based services on the market, and now most solutions are on the cloud. Companies are evaluating their legacy IT infrastructures and whether to switch to cloud-based ones. Technology adoption plans must be based on exact customer needs, which could range from private to public to managed cloud solutions. We also help our customers through the transformation from the old to the new process at every step. The technology change has to make sense to the customer, they can’t just move to cloud technology because “cloud sounds cool”. HP analyzes whether the customer is really ready, or even willing, to adopt something new.

I can’t say for sure that every single HP employee is an early adopter; there are thousands of us after all! But I imagine it happens a bit by default. Most of our meetings, around 80-90%, are phone conferences, so you have to know how to use technology to collaborate and work with each other remotely. You need smartphones and connectivity to keep up-to-date when you travel. Most of us work virtually, which sounds like almost science fiction! In a way you’re forced into early adoption, otherwise you can’t do your job. People get used to that pretty fast, it’s what your job demands when you’re in an international environment.

EU prepared me very well for the challenges I have encountered throughout my career. I remember noticing a stark contrast between my more-traditional, theory-based undergraduate program and the more-practical, real-business based EU MBA program. We had many professors who were active business professionals, so they really enforced deadlines. Sometimes I thought ‘what does it matter if I turn my assignments in tomorrow or the day after?’ But you absolutely cannot do that in the business world – or you compromise your own – and your company’s – reputation. That’s why they put these real-life rules into the classroom.



Inside the HP campus in Sant Cugat, Catalonia, Spain





Jean-Christophe Vautrin
EU Professor

Jean-Christophe Vautrin is a valued member of EU's Swiss faculty. With over 10 years of multinational experience, EU students benefit from his thorough and varied professional background, his comprehensive teaching methods and good humor. Vautrin graduated with an MBA from INSEAD, before going on to work in a variety of fields for some of the world's largest companies. The fields that Vautrin has worked in include; trade and project finance; energy and green company acquisition; creation, development and turn-around; and multicultural people management.

Y: THE FLEXIBLE GENERATION

Jean-Christophe Vautrin looks at what separates the young Generation Y from its predecessors and examines how and why they are changing old paradigms.

The members of Generation Y, also called digital natives, are living in a world that is fundamentally different from their parents'. The "e-revolution" is entirely changing society's external environment and structure and transitioning into a world that functions with and produces information exponentially. Accordingly, the world has seen massive changes to the way information is processed.

Whereas the Baby Boomers and Generation X (post-World War II, 1945-1980) were trained to process and find information in a Cartesian and linear manner, Generation Y (post-1980) must select the most relevant information from countless resources available to them and understand how to use it in an efficient and effective manner.

The "e-revolution", together with continuing economic and financial crises, repetitive corporate scandals, perceived greed and ecological challenges, have a tremendous impact on Generation Y's behavior. Lack of trust in institutions coupled with a global and digitalized world have transformed and continue to transform Generation Y's perspective of business and markets.

The Generation Y paradigm has caused some media to qualify them as individualistic, lazy, selfish, bored, disloyal and soft. This opinion is not shared by all, as Generation Y has produced numerous business successes and examples of leadership, including Mark Zuckerberg (Facebook found-

er), Andrew Mason (Groupon founder), Chad Hurley (YouTube co-founder) and Stacy Bendet (Alice + Olivia founder).

Eric Spiegel, the 56-year-old president and CEO of the Siemens Corporation said: "Research shows that the millennial generation is diverse, comfortable with technology, confident, upbeat, open to change, and possesses a strong, civic sensibility. They have a passion for problem solving, an ability to learn from mistakes, intellectual curiosity, a willingness to try something new and the ability to work well independently."

The qualities and needs described by Spiegel, as well as the fierce competition in the workplace, globalization and new technology, have led Generation Y to pursue further studies. Undertaking a longer education serves many purposes, including self-actualization and better adaptability. An MBA certainly contributes to building a personal competitive advantage through the acquisition of unique competences.

Generation Y understands that the way to success is to keep adapting to society's ever-changing needs. Many young people recognize the MBA as a tool to be better prepared for such changes, accounting for the global phenomenon of an increasing number of MBA students.

The global MBA growth is confirmed by the Graduate Management Admission Council (GMAC) who runs GMAT testing. The organization's web-

site states, "the 2012 GMAT exam volume was up 11% from 2011, 8% higher than the previous record of 265,613 in 2009."

Eric Jackson, *Forbes Magazine* contributor and author of *Skills Will Always Be in Demand, Career Advancement, Networking and Better Pay*, observes that there are more advantages, often undervalued, linked to MBA education and degrees. Those advantages include: the chance to make some lifelong friends who will accomplish great things over their careers in business, the chance to realize how little you understand about the world, the chance to think about the global economy and not just your little world where you are used to working, the chance to refocus yourself, the chance to learn about managing people and the chance to learn how to get up and string a few sentences together.

Global competition, technology and other environmental changes leading to shorter product and company life cycles render setting clear goals, objectives and strategies both increasingly essential and increasingly difficult. Organizations therefore need effective leaders able to interpret information, build a vision and manage an organization toward long-term success.



Fiona Metcalfe
EU Professor

Fiona Metcalfe worked in HR development for Coca-Cola and other leading multinationals in London for 10 years, before moving to Barcelona in 2008. She teaches communication skills courses at EU and works as a freelance management trainer and coach, specializing in interpersonal business skills, emotional intelligence, diversity and leadership courses for women. She speaks Spanish, French, German and some Brazilian Portuguese and loves motivating people to strengthen their self-belief in order to reach their true potential.

CHALLENGE YOUR ASSUMPTIONS

Fiona Metcalfe talks about travelling to and working in Egypt. She describes how her predispositions were challenged and comments on modern-day stereotypes.

What I enjoy most about teaching multicultural groups is becoming acquainted with new cultures and challenging my cultural stereotypes. For every person I encounter who conforms to a stereotype, I'm pleased to meet another who completely contradicts my preconceived notions.

One of my favorite authors, Roald Dahl, said: "Watch with glittering eyes the whole world around you because the greatest secrets are always hidden in the most unexpected places." So when offered the possibility of collaborating in an EU-sponsored training project in Cairo last year, a place of which I had minimal knowledge, I jumped at the chance.

As the preparations progressed, my preconceived ideas and concerns started creeping in; 'how safe would it be?' 'How would I take to a city of 18-20 million that I had heard was dirty, polluted and didn't really appeal?' And 'How would a single, fair-skinned, western woman adapt to working in a Middle Eastern environment?' Tips I received from friends and colleagues included wearing a head scarf, wedding ring and long sleeves and avoiding direct eye contact with men.

Our project involved me designing and delivering a range of management and leadership courses to Egyptian trainers who would then teach the material to 2,000 civil servants and public sector employees. After months of work and sleepless nights, the material was ready and translated

into Arabic. By then the political scene in Egypt, which was already fragile, had intensified.

I was nervous arriving in Cairo so soon after such unrest and expected the aftermath of a war zone. However, in the taxi on the way to the hotel, my fears subsided slightly and I realized that the media had presented a somewhat exaggerated view of the situation.

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"It turned out to be a crazy, noisy, chaotic, polluted, contradictory city full of soul!"

During my five weeks there, course delegates were keen to learn and appreciated my interactive style over the more didactic approach they were used to. As I became more familiar with local practices, I got used to holding breaks around prayer times and occasionally modifying any team-building exercises involving physical proximity to ensure that both men and women could get involved. Contrary to what I had imagined, the majority of the delegates on the courses were women and the government agency was headed by a female director. A lot of the female delegates wore hijabs, coordinated with brightly-colored clothes and make-up, and

were strong-minded and fiery. I soon realized that my equating veiled women with oppression or passivity was completely unfounded.

As the trust and rapport grew, we exchanged perceptions on Egyptian and Western life. The Egyptians were extremely open to sharing their thoughts and feelings on the revolution and the political situation. I refrained from wearing a wedding ring, preferring when possible to adopt a more open and honest dialogue to challenge any misconceptions and stereotypes concerning western women. After receiving some unwanted attention while walking from the hotel to the office, I did on a couple of occasions wear a headscarf; however, as my confidence increased, it seemed to become less of an issue.

After a few weeks, I realized that there were also many similarities, including a dry, ironic, familiar "British" humor and common human values such as honesty, openness, warmth and kindness. It turned out to be a crazy, chaotic, noisy, polluted, contradictory city full of soul!

The experience made me more aware of unconscious and conscious biases. It also reminded me to focus on common ground when meeting people from other countries and cultures; to make an effort to listen with an open mind; and to ask questions rather than judging or making comparisons. As they say, "Minds are like parachutes – they only function when open!"



Dr. Andrea Haug
EU Professor

Dr. Andrea Haug is driven by her passion for PR. She thinks outside the box and explores new ways in brand communication for various clients. Dr. Haug recently published a book covering multi-sensory corporate communications and successful brand building by addressing all the senses. The book deals with brand building by triggering all human senses. Haug earned her degree in Communication Science and Psychology at the University of Salzburg. Her master's thesis "Impression Management for CEOs" earned her an Austrian Science Award.

REPUTATION MANAGEMENT: PRACTICE WHAT YOU PREACH

Public Relations expert, EU professor and author, Dr. Andrea Haug believes honesty and respectful behavior will be rewarded with a valuable long-term relationship.

First prize in the human mating game is a life-long relationship. Lasting relationships are also what is most sought after in the world of business: between a company and a customer. Long-time customers will be loyal to your existing products, be more inclined to try new ones, and sing your praises to their friends; in essence, long-term customers are just as important to companies as long-term partners are to humans. The trick is in the approach, and a key success factor is a strong, positive reputation.

Rosenfeld, Giacolone & Riordan define reputation management as "the process whereby people seek to control the image others have of them." Why do companies care? Because it pays off. Buying decisions are based on rational facts and on emotions, making reputation a pivotal catalyst. A positive reputation is worth a million dollars, literally. It can come across in many ways: an increase in customer loyalty; attractiveness as a business partner and employer; pricing strategy; and media interest and coverage.

In earlier times, companies initiated and controlled the one-way communication with their public. The nature and popularity of social media has created a power balance. As the public has become more and more active and has created louder voices en masse, companies have begun to answer, by default creating a dialogue. Consumers can use social media outlets to comment, like, debate and praise corpora-

tions or products. Companies can in turn improve products and services according to the actual needs reflected in that feedback. Consumers can also raise awareness, initiate public debates and publicize media reports about certain topics; both positive and



A positive reputation is worth a million dollars, literally.

negative. All this activity inevitably turns a company's social media fan base into a critical mass.

Generation Y, born between 1980 and 1995, is the first one to truly grow up immersed in social media (SM). Members of this generation are called "digital natives". To them, communicating via Facebook, Twitter, etc. is like breathing: it's routine. It would be short-sighted however, to assume that corporate reputation could be solely built upon social media. It is not the public's most important source for information. The 2013/2014 public's Com-X study showed that more than 70% of interviewees got their knowledge about a company from traditional media; and 40% discuss that with their family and friends. Only 14% of people asked and 36% of digital natives solely use social media to become informed about a company. Therefore, social media's role in the process of building a positive reputation is limited.

Start with a look in the mirror

Reputation management – like flirting – starts by looking at yourself (read: your company) and answering the following questions:

-What do you see (self-image)?

-What do others see in you (public image)?

-What do you want them to see in you (vision of your future image)?

-Who do you want to impress (target group) and what goal do you want to reach?

The answers should be honest and realistic, since reputation management is not magic. It is a process whereby various brand management and public relations strategies are used in order to build, maintain and protect a company's image.

A company's reputation is like a puzzle consisting of many different pieces that add up to one big picture: all the pieces should fit together. Practice what you preach: match your corporate identity with your corporate design, behavior and communication, product, price and service. Self-portrayal in social media is one part of reputation management. Just like e-reputation is just one piece of the whole image. Creating a coherent puzzle requires people with a creative mind and strategic skills. Both can be trained.



Laveen Melwani
Marketing Department

Laveen Melwani is an EU graduate with an MBA major in Leadership. He has lived in three different continents; he grew up in Africa, completed his Bachelor of Commerce at the University of Pune in India and his master's degree in Europe. Laveen started his career in advertising and film production and then changed gears and spent 10 years in the investment banking industry. He currently works at European University where he is part of the marketing team, handling the sub-Saharan African market.

A DIAMOND WAITING IN THE ROUGH

Laveen Melwani comments that although Africa may be rich in resources, poor administration, corruption and the absence of education have hindered its progress.

Growing up in Africa, pursuing my bachelor's degree in India and completing my MBA in Europe has given me a unique, first-hand perspective of business education on three continents. The growth of technology has not been as rapid in Africa as in other emerging economies. There are many urban and rural parts of Africa that still don't have Internet access; and in others, there is dial-up access only.

But things might be looking up for the continent's inhabitants. The coined term "Africa Rising" reflects a hunger to grow and learn within different communities. A prime example is Kapenda Ndimuwanakupa, who recently completed secondary school in Windhoek, Namibia. The 19-year-old undertook a media internship in Germany, which he partly crowdfunded.

There are several other projects in Africa that are having a positive impact on the economy. One Laptop per Child is a project that aims to give children laptops and familiarize them with technology from an early age. But these computers have little access to the Internet, and thus are limited learning tools. Microsoft, through its 4Afrika project, has unveiled plans to bring broadband cable to places in Kenya without electricity using solar power and "white spaces" (spare broadcast television frequencies), demonstrating investment efforts from mul-

tinational companies. Other companies like IBM, Orange and Bharti Airtel have followed suit to invest in technology infrastructure in Africa.

So how can technology have a long-term impact on the African economy? Education is a good start. However, while there are those who can afford to pursue studies outside Africa, most can't. Online learning is one answer, as it does away with geograph-

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"The growth of technology has not been as rapid in Africa as in other emerging economies."

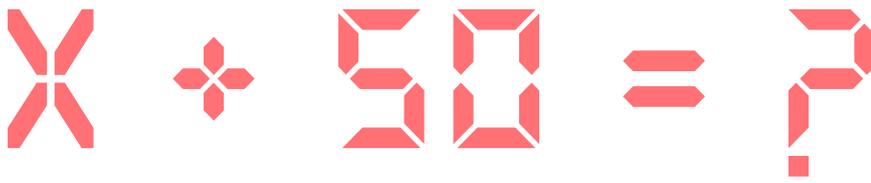
ical limitations. Educational institutions could offer online degrees at lower prices in Africa, or merit scholarships. The profitability of these institutions would not be greatly affected, and they would build positive reputations as contributors to the development of global society.

Aspiring entrepreneurs and SMEs could also benefit enormously from online education and the availability of technology, in facilitating access to their goods and services globally. SME growth could bring much-needed revenue

to the region and significantly contribute to the economy in the quest to eradicate poverty, the number one challenge for Africa.

Closing the gap between the richer nations and poorer nations requires education and technology. These two factors clearly go hand in hand and can't function without each other. According to the McKinsey Global Institute, in 2002 only 32% of Africans had secondary or tertiary education, but by 2020, the number is expected to rise to 48%. Tertiary education is available in some African countries, though further development is needed to provide access to students continent-wide.

There is light at the end of the tunnel on the journey to develop the African economy but there is a lot that still needs to be done. The continent's small steps in technology and education clearly demonstrate that it is heading in the right direction. I look forward to the time when this potential is realized.



It's been 50 years since Boston University professor and author, Isaac Asimov made predictions on where the world would be in 2014. To celebrate, ON looks at his forecasts, some of which proved to be stunningly accurate, and what current experts are predicting for 2064.

ON FOOD



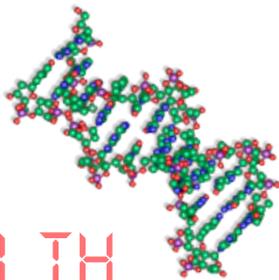
1964 + 50

“Kitchen units will prepare ‘automeals’, heating water and converting it to coffee, [meals] with the food semi-prepared will be stored in the freezer until ready for processing.”

2014 + 50 =

“Meat will be produced in labs: using a single cell, a scientist can create a protein source that draws on far less land and emits much fewer greenhouse gases. Test-tube meat, in other words, may actually be a more sustainable way of filling bellies...” Josh Schonwald, author of *The Taste of Tomorrow: Dispatches from the Future of Food*, 2012

ON HEALTH



1964 + 50

“Mankind will suffer badly from the disease of boredom, a disease spreading more widely each year and growing in intensity. This will have serious mental, emotional and sociological consequences...”

2014 + 50 =

Silicon chips will be encoded with DNA and placed in your bathroom mirror: “You blow on the bathroom mirror. It analyzes your saliva droplets, looking for the P53 gene. A change in this gene is present in half of the most common cancers.” Futurist Michio Kaku, *The Future of Humankind*, 2011

ON TRAVEL



1964 + 50

“There will be increasing emphasis on transportation that makes the least possible contact with the surface... even ground travel will increasingly take to the air.”

2014 + 50 =

“In our lifetime I believe we will be able to do London to Australia in a couple of hours...” Richard Branson, CEO of Virgin Airlines, 2012

ON ENERGY



1964 + 50

“Large solar-power stations will be in operation in a number of desert and semi-desert areas – Arizona, The Negev, Kazakhstan. In the more crowded, but cloudy and smoggy areas, solar power will be less practical.”

2014 + 50 =

“One third of the global energy supply will come from solar photovoltaics, concentrating solar power, and solar hot water by 2060.” International Energy Agency, *Solar Energy Perspectives*, 2011

ON TECH



1964 + 50

“Robots will neither be common nor very good in 2014, but they will be in existence. Computers, much miniaturized, will serve as the ‘brains’ of robots.”

2014 + 50 =

“Ultimately, the internet, electronic tagging, nanotechnology, automation and hydroponics should be able to replace all human labor that is not essentially creative.” Michael Vassar in *The Future of Suburban Life in America: Three Scenarios*, 2004



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