

EU RANKED A TOP 40
EUROPEAN MBA

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TWO YEARS IN
BURKINA FASO

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THE FUTURE OF
PENSIONS

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MARRIOTT'S
MICHEL MISEREZ

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Summer 2012

REACHING NEW HEIGHTS IN SOUTHEAST ASIA



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Summer 2012



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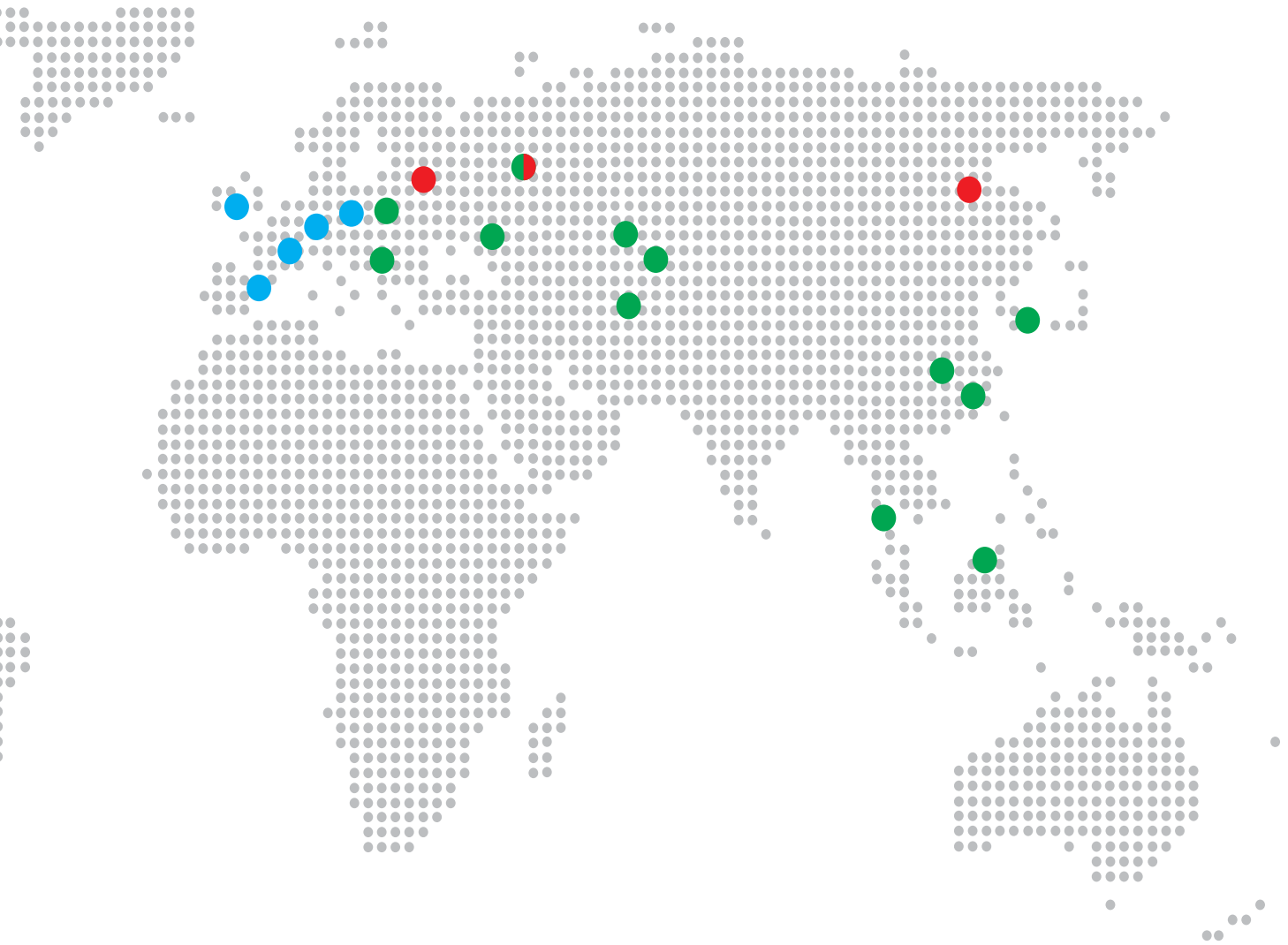
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DEAR READERS:

Where does the time go? It is the common question of the extremely occupied, and we at EU have all the reason to ask it. Lucky for us, we also have the answer. We have been able to do nothing about slowing down the clock, but nonetheless, the past several months have provided us with an abundance of new events, agreements, industrial visits, faculty publications and student success stories.

EU has continued to expand in thrilling new directions with emphasis on growing in the same direction in which the global economy is headed. Along the way, we have had our efforts recognized by esteemed corporate publications in print and online and watched proudly as our students and alumni continue to strive for and achieve their dreams. If the measure of quality time has to do with fulfilment and hard work, then EU can without doubt say it has spent its time wisely. In these pages we invite you to take a look at a half year spent crossing the globe, making waves and redefining innovation as we continue to go beyond expectations and define what it means to be an international business school, version 3.0.

We welcome your collaboration with stories about students, faculty, alumni and EU events around the world. We also welcome your comments and questions about this most recent EU Today issue. You can write to us at: communications@euruni.edu

EU AROUND THE WORLD

EUROPEAN UNIVERSITY

- Barcelona
- Geneva
- Montreux
- Munich
- London

PROGRAMS IN:

- Vienna
- Freiburg
- Moscow & Rostov-on-Don
- Almaty, Astana & Aktobe
- Taipei
- Hong Kong & Shenzhen
- Kuala Lumpur & Kota Kinabalu

DUAL DEGREES WITH:

- Nichols College, USA
- College of Charleston, USA
- Moscow State University of Economics, Statistics and Informatics, Russia
- Graduate School of Corporate Management, Russia
- People's Friendship University of Russia, Russia
- International Business School at Vilnius University, Lithuania
- Peking University, China



OPENING DOORS IN LATIN AMERICA

EU is now a member of CLADEA (the Latin American Council of Management Schools) one of the largest and most prestigious business school networks worldwide. The university was informed in March of its membership in addition to being invited by Executive Director Alberto Zapater C. to attend the CLADEA Annual Members' Assembly held in Lima, Peru in October of this year.

The organization provides a system of global cooperation and interaction for its members on a worldwide scale. Currently, CLADEA has over 182 members – both private and public-owned schools in Latin America, North America, Europe and Oceania.

This membership is further proof of EU's on-going commitment to providing the highest quality, global business education for our students. "In the beginning, we focused on

becoming members of European organizations like CEEMAN and the EFMD, we then moved to the United States with the ACBSP, IACBE and AACSB. In Russia we became members of RABE and then we thought it would be important to show our presence in Latin America, so we joined CLADEA," says Dr. Dirk Craen.

Memberships like these help EU create a global community and hones the relationships which open doors for past and future graduates.

ACBSP REGIONAL CONFERENCE BRINGS EXCITING NEWS

Dean Christine Clarke joined 140 academics from the USA, Europe, the Middle East and Asia at the Region 8 Conference for the Accreditation Council for Business Schools and Programs (ACBSP) in Dubai.

The conference is an annual event held in a different country each year. This year's program included keynote addresses, scholarly presentations, accreditation workshops, roundtable discussions and a host of social gatherings aimed to highlight Dubai's many attractions and charms. Most presentations discussed issues relating to "Sustaining Excellence through Quality Business Education," the conference's theme.

Dean Clarke told EU Today about the exciting news coming to Region 8: "The meeting was upbeat as Douglas Viehland, (Executive Director of ACBSP) confirmed that starting in 2013, our regional conference will become an international annual conference of the ACBSP, all members are very proud of this as it shows the strategic importance of international growth and high-quality standards around the world."

ASSOCIATION OF UNIVERSITY PRESIDENTS WELCOMES EU

The recent admittance of Dr. Dirk Craen into the International Association of University Presidents (IAUP) is a great achievement for European University. Membership in IAUP means that EU will have a wide-range of networking opportunities with dozens of university presidents across the globe.

The IAUP hosts triennial conferences in several cities around the world as well as working groups with commissions including the IAUP/UN Commission for Disarmament, Conflict Resolution and Peace, the Commission on Global Accreditation and the Task Force for the Promotion of Membership and Academic Exchange.

European University looks forward to making inroads in developing relationships that will enable it to offer global exposure to its students, as well as participate in projects that will make significant social improvements on a global scale.



A FUTURE IN QATAR

A delegation visited with education leaders and business officials in Qatar this winter to discuss opportunities for European University in the area. The visit was the first step toward solidifying partnerships to offer EU degrees.

Qatar, a leader in Middle Eastern education, is currently working to build “Education for a New Era... by ensuring a bright future for every child and the strong competitive growth of the nation,” according to the country’s Supreme Education Council (SEC). The collaboration, which included a meeting with Qatar’s Minister of Education and Secretary General of the SEC, HE Saad Bin Ibrahim Al Mahmoud, aims to coincide with this theme.

“Qatar is an important link between Europe and Asia; it is a country open to diversity but still rich in culture and values. Qatar has a great vision for the future and we are thrilled at the chance to be a part of that,” states Dr. Dirk Craen.

Delegates also met with Professor Sheikha Abdulla Al-Misnad, President of Qatar University and Professor Ibrahim Saleh al-Naimi, Dean of the Business School at Doha University. In addition to education leaders, the group also spoke with Mr. R. Seetharaman, CEO of Doha Bank and various EU alumni now residing in the country.

Qatar Facts

- People from Qatar are known as Qatari
- Oil and gas make up 50% of GDP, 85% & 70% of government revenues
- Qatar has the highest per-capita income and the lowest unemployment rate
- Qatar’s successful 2022 world cup bid will accelerate large-scale infrastructure projects like its metro system and the Qatar-Bahrain causeway
- Average temperatures in July rise to 115 degrees Fahrenheit and sometimes reach 125

G-ACUA: THE GLOBAL ASSOCIATION OF CORPORATE UNIVERSITIES AND ACADEMIES

The Global Association of Corporate Universities and Academies better known by its acronym G-ACUA welcomed EU as a member in April. Inclusion into G-ACUA gives European University access to significant opportunities among a growing population of professionals eager to exchange ideas and knowledge.

G-ACUA Corporate Members are given the chance to network with other professional management organizations in both the public and private sectors. This allows for research, evaluation and implementation of adaptive

strategic and new tactical university learning.

G-ACUA works to promote the understanding of the full potential of the corporate university and enterprise academy concepts. It also promotes the management disciplines that are essential in achieving cost-effective, high-quality and sustainable operational activities within organizations.

G-ACUA Chairman, Andrea Kitching wrote a warm note to the university which said: “We congratulate you on your initiative to be innovative and pro-active in this new challenging era of management.”

DUAL DEGREES TO BE OFFERED IN CONJUNCTION WITH IBS VILNIUS



Program start date: June 2012. Students will be able to complete their dual undergraduate degree in a total of seven semesters.

About Lithuania

The United Nations Human Development Index lists Lithuania as a country which has "Very High Human Development." Lithuania is the largest of the three Baltic States (along with Estonia and Latvia). It was first considered a state in 1253 when the coronation of Mindaugas united the Lithuanian lands. It was a member of the Polish-Lithuanian Commonwealth for more than two centuries until it was mostly annexed by the Russian Empire. Its Act of Independence in 1918 only carried through to 1940 when it was first occupied by the Soviet Union.

In 1990, Lithuania became the first Soviet republic to declare independence, even before the break-up of the Soviet Union. It has one of the fastest-growing economies in the European Union pre-economic crisis.

A delegation from the International Business School at Vilnius University (IBSVU) in Lithuania visited the European University (EU) Montreux campus to sign an agreement for a joint dual undergraduate degree program. The goal of the program is to expand agreements in Eastern Europe. Through these multi-dimensional programs, EU will be able to provide increased opportunities for students, maximizing their potential and enriching possibilities for their futures.

To attain a dual bachelor's degree students must complete six semesters of the European University bachelor's curriculum and then one semester following the IBSVU curriculum at EU.

Following the signing of the agreement the schools celebrated with a wine tasting at EU's Executive Center at the Château Maison Blanche in Yvorne, Switzerland.

STUDENTS SOON TO SING "OH CANADA"

European University has a brand new partnership with the Canadian International Academy of Business & Technology (CIABT). On February 23, 2012, CIABT President Elina Tsai and Dr. Dirk Craen signed the partnership agreement in Montreux, Switzerland.

This cooperative bachelor's program which began in May of 2012, will allow third-year bachelor's students at the Canadian International Academy of Business & Technology to complete the European University course curriculum in their fifth and sixth semesters.

May also saw the start of the Online MBA degree program which is another cooperative program between the schools. EU will award the MBA degree to CIABT students who complete the course online by taking classes during three 10-week terms/one year.



About CIABT

Located in Toronto, CIABT aims to foster the optimum development of each student's capabilities by providing a high standard of education in English. It primarily serves the international community; it is open to students of all nationalities and religions who can meet its admission standards and benefit from its educational style. Its goals are to evoke a consciousness of the value of life, an ethical response to society, concern for global issues and life-long desire to acquire knowledge. They offer both undergraduate and graduate business programs.

About Ontario

Canada's fourth-largest province, Ontario is home to its most populous city, Toronto, as well as its capital; Ottawa. It is the second most diverse province after British Columbia and is famous for its pristine lakes and breath-taking landscapes.

Ontario boasts several profitable industries as a result of its natural resources, large number of university graduates and high quality of life.



NEW ALLIANCE WITH NORTH OSSETIAN STATE UNIVERSITY

EU has signed a Memo of Understanding (MOU) with North Ossetian State University (NOSU) in the northern Caucasus region of the Russian Federation. The MOU will serve as the foundation for a relationship that will enable undergraduate students from NOSU to participate in student exchanges and programs at EU campuses as well as allow EU students to complete their coursework at NOSU. The schools have pledged to support and promote each other's educational endeavors and programs to students who are appropriate candidates.

During the visit, Mr. Alan Uadati, Vice Chancellor of NOSU, was accompanied by Mr. Alizov, a leading businessman in North Ossetia (Chairman of Board of Directors of Kraiss, www.kraiss.ru). Mr. Alizov's daughter returned to Geneva for a week of trial classes in February and is now enrolled in the eight week English Preparatory program in August 2012 and the BBA program two months later.

JOINT DBA PROGRAM WITH KAZAKH ECONOMIC UNIVERSITY



In February, EU launched two brand new joint Doctor of Business Administration (DBA) programs. Taking place in both Astana and Almaty, Kazakhstan's capital and largest city respectively, the program is a joint effort between European University and the International Business School Ryskulov Kazakh Economic University in Kazakhstan (KEU). EU faculty will teach three courses and one research seminar; and KEU faculty will teach six courses and one research seminar. The Doctorate dissertations will be supervised by KEU and graded by EU.

The purpose of the DBA program is to further educate managers, business

leaders, executives and scholar-practitioners so that they may contribute toward a deeper understanding of both the business and management processes.

The program is composed of various courses, seminars, professional residencies, research papers and one final dissertation. Candidates are required to attend a final oral presentation and argue their thesis.

In addition to the DBA programs, the partners offer an MBA program in Astana.

KEU was established in 1963 as a public university; today it is a private institution. It is ranked in the Top 3 business and economics schools in Kazakhstan.

About Kazakhstan

The Republic of Kazakhstan is a transcontinental country spanning Central Asia and Europe. Ethnically and culturally diverse, it has a population of 16.6 million, with 131 ethnicities.

The world's ninth biggest country is one of its last great travel unknowns. Though the outside world is gradually becoming aware of Kazakhstan, largely thanks to its oil and the antics of that pseudo-Kazakh Borat Sagdiyev, few have really explored this country of vastly varied attractions.

Easily the most economically advanced of the 'stans', post-Soviet Kazakhstan is reinventing itself as a uniquely prosperous and modern Eurasian nation.

Almaty, known as the "city of apples" was the capital of the Kazakh SSR and later independent Kazakhstan until 1997. Despite losing its status as the capital to Astana in 1997, Almaty remains the major commercial center of Kazakhstan.



ILO OFFERS SUSTAINABILITY MANAGEMENT COURSE

Beginning in October 2012, European University Geneva will offer an MBA program in Sustainability Management.

The program is the result of a recent collaboration with the International Labor Office (ILO) and is the beginning of a partnership between European University and the ILO that aims to incorporate more sustainability programs into the EU curriculum.

All MBA students, regardless of their major, will be eligible to earn a certificate issued by ILO on Sustainability Management in the Supply Chain that can be achieved through a special two-day seminar taught by faculty from the Nottingham Business School and professors and partners of the ILO.

BREAKING WAVES IN LEARNING



In one of its most innovative ventures to date, European University has become involved in United Asian Company's (UAC) Flagship Europe project, a venture which will see the launch of the world's first floating convention ship. With a focus on Asia and creating invaluable and sustainable business solutions, the UAC will host expositions, conferences and corporate parties in international waters and dock at various Asian cities aboard its Queen ECO2 ship; a luxury ocean liner which features a virtual expo room, two mega theatres, four top restaurants and 100 luxury suites.

The goal of the project is to touch upon a new concept in the academic market: Edutainment, a form of education which is designed to educate and amuse. Through this program, the UAC wants to promote its vision of cooperation as a strong business concept and to push experience as the new marketing strategy. They want to prove the theory that if you live it you will believe it.

European University looks forward to working with the UAC and the Queen ECO2 to expose students and faculty to an array of networking opportunities, seminars from leading lecturers and a variety of concepts such as the future of business, sustainable food, water and energy sources.

Later this year, EU representatives will be present for the flagship launch of the Queen ECO2 and the inauguration of its permanent exposition.

This project is especially exciting for EU as it continues its expansion into Asia. This new step will aid in the exchange of ideas with leaders of finance, technology and sustainability that define the emerging superpowers of South East Asia and beyond. Among those spearheading the Flagship project is Joop Post, a top political strategic advisor and Bert Kranendonk, CEO of the United Asian Company flagship venture. The planned initial launch will have 10 governments represented from Asia and around the world on a journey that will start in Thailand and finish in the Middle East.



NEW OPPORTUNITIES WITH INTERNSUK

European University has always had a keen interest in its students' futures, and as such, they try to do everything possible to ensure that students have viable career prospects upon graduating from their respective programs. In keeping with this, European University has entered into a partnership agreement with InternsUK, a London-based service that offers various internships directly to EU students across a wide variety of fields.

InternsUK sends available opportunities directly to the EU Administration Department where the openings are then posted to EU's blog, Twitter and Facebook accounts; the fastest and most effective means by which EU can inform its social media-savvy student body.

According to a survey conducted by the National Association of Colleges and Employers (NACE) in 2011, employers said that 31% of their new employees came from their own internship programs and 62% had internship experience of some kind.

EU looks forward to continuing to assist students by providing career advancement opportunities that will help them make a difference and reach their goals in the future.

DEVELOPING MANAGEMENT WITH HINDUJA COLLEGE OF COMMERCE IN MUMBAI



In March of 2012, European University (EU) entered into a collaboration with Hinduja College of Commerce (HCC) in Mumbai, India. Both business schools signed a Memo of Understanding (MOU) to promote international opportunities for their students.

Under the terms of this collaboration, the schools have pledged to be amenable to at least one professor exchange per year as well as the possibility of 10 student exchanges per semester from the bachelor's studies programs. This will grant EU students the opportunity of spending a semester in bustling Mumbai.

Highlights of this alliance include the organization of a Management Development Program and a keynote address by a member of the European University faculty to be delivered at the Hinduja College in October of 2012.

Behind the scenes

- Hinduja College was founded by the Hinduja family of Mumbai
- The family donated the P.D. Hinduja National Hospital and Medical Research Centre in Mumbai which has treated over 1.5M patients
- Mumbai (Bombay) is India's largest city; population 15M
- In 1661, British engineers built a causeway uniting all seven original islands of Bombay into a single landmass
- The decimal system was invented in India in 100 B.C.
- The concept of zero as a number is also attributed to India
- India has the world's second largest rail network, which is the world's largest civilian employer with 16 million workers
- India is the tenth- largest economy in the world and ranked third in purchasing power parity (PPP)

The Hinduja Foundation

The Hinduja Foundation is less than half a century old, but in its short lifespan, it has managed to do what other organizations have not been able to achieve in twice that time.

Taking note from its founder, Paramanand Deepchand Hinduja, the Foundation practices the tenet of the Bhagvad Geeta which imparts that helping the needy is not a choice but a duty.

The Hinduja Business Group was founded in the 1910s, and has since become one of the largest diversified groups on an international scale. The Group employs over 40,000 people and has offices in all the major cities of India as well as several key locations around the world.

But business does not comprise the most important part of the Hinduja Groups dealings. Since the beginning, Paramanand Hinduja believed he owed a debt to society for all he had accomplished and wanted to give something back.

In 1968, he started the Hinduja Foundation, a public trust which has a broad spectrum of charitable objectives. Paramanand Hinduja passed away in 1971, but he left behind a band of institutions and enterprises which are deeply conscious of their social responsibility and a family brought up to believe that philanthropy is the honorable reward in business.

The Foundation has five core objectives: Healthcare; Education; Arts, Culture and Interfaith Understanding; Social Welfare; and Sports. Srichand P. Hinduja, Chairman of the Hinduja Group, leads the Foundation. "Our aim," he says, "is to build bridges between India and the world, between the past and the present generations."

In addition to the Foundation, the Hinduja Group also runs the Hinduja College of Commerce in Mumbai, with which European University has a partnership agreement.



FORGING BONDS IN THAILAND

European University is proud to announce a brand new alliance with the Shinawatra University in Bangkok, Thailand. A Memo of Understanding (MOU) signed in April, 2012 formally acknowledges a mutual agreement that will allow the universities to engage in student and faculty exchanges. Students from both institutions will be able to participate in these programs.

About the Shinawatra family

The Shinawatra family was founded when Seng Sae Khu, a Chinese immigrant, arrived in Siam in the 1860s. Two generations later, the family adopted the Thai surname Shinawatra in 1938 because of the country's anti-Chinese movement.

Several generations later, Yingluck Shinawatra is making history as the first woman to hold the country's highest political office; that of Prime Minister. Born on June 21, 1967, Yingluck is the youngest sibling of former Prime Minister Thaksin Shinawatra. She graduated with a master's degree in political science and business administration from Kentucky State University.

Currently married with one child, Yingluck manages the finances for the Pheu Thai Party and her election to office is seen as a positive step toward allowing her exiled brother back into the country.

Shinawatra University (SIU) is an international university founded in 1996 by Thaksin Shinawatra. It emphasizes technology and management. Since it opened its doors, the university has flourished into a leading international university offering Bachelor's, Master's and Doctoral programs in Business Administration, Management Technology and Information Technology.

A NEW PORT OF CALL



On April 3, 2012, EU signed a cooperative agreement with the Antalya International College of Tourism in Turkey (AICT). The agreement ensures that EU and AICT will treat each other's courses and students with as high a regard as their own. As part of the accord signed by EU President, Dr. Dirk Craen and Antalya International College of Tourism Director, Zafer Bikkenoglu, the groundwork has been set for future student and faculty exchanges between two of the Mediterranean's most popular ports.

About the Antalya International College of Tourism

- International College of Tourism in Antalya is a premier source of education in the field of Tourism and Hospitality, providing qualitative education in English and Russian
- The strength of the Academy of Tourism in Antalya lies in its curriculum, faculty and facilities. International College of Tourism's programs are accredited by the Ministry of Education of the Republic of Turkey, CTH (Confederation of Tourism and Hospitality, UK) and EI-AH&LA (Educational Institute of the American Hotel and Lodging Association, USA)

About Antalya and Turkey

- Antalya is the eighth most populous city in Turkey with a population of over one million people
- Antalya is the third most visited city in the world
- The oldest known human settlement in Turkey is Catalhoyuk (Seventh Millennium B.C.)
- The First University in History is in Harran, Turkey
- Turkey is the 15th largest GDP in the world



THE NEW GEM OF BARCELONA

The Renaissance Barcelona Hotel is the perfect place to explore, uncover and discover. This ultimate full-service lifestyle hotel offers 211 contemporary guestrooms and suites with signature room amenities including wide screen TVs and ipod docking stations. The hotel features 7 meeting rooms with almost 500 m2 with an additional outside venue "La Terrassa", ideal for private functions or as a private club for hotel guests and invited members. The tantalizing dining options include CRU Restaurant & Steakhouse offering fresh ingredients, new tastes, vibrant ambience and the best USDA certified Black Angus steaks; and CUIT Bar & Lounge, an intriguing concept of classic and signature cocktails, great wines and traditional Spanish Platos.

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REACHING NEW HEIGHTS IN SOUTHEAST ASIA



January marked the start of two new postgraduate and Executive Master of Business Administration (EMBA) programs at European University Kuala Lumpur (EUKL) in Malaysia.

“At the beginning of the century, we started heading in the direction of Asia,” says Dr. Dirk Craen, university President. EU now has 1,200+ graduates from programs in Taipei, Beijing, Shenzhen, Singapore and Hong Kong.

“We needed to expand our reach in Southeast Asia. So, this year we deepened our exploration of Malaysia, with locations in Kota Kinabalu and Kuala Lumpur, where we have a great relationship with the authorities,” he adds.



Why Southeast Asia?

"Southeast Asia is a booming market right now," says Dr. Craen, "the BRIC countries are all that people talk about these days, but in the late 80s, 90s and early during this century we spoke a lot about the Asian Tigers."

The GDP numbers in Singapore and other countries in the region are growing at an astronomical rate in comparison to the low GDP growth in European countries. The university took this to heart and started looking east.

New Postgraduate and EMBA programs in Kuala Lumpur

Many important members of the business community attended the launch in January as well as Geneva Campus' Director Luc Craen.

"The program is a perfect fit for these executives. We recruited talented participants that wouldn't have been able to put their careers on pause in order to attend the program in Europe," says Luc Craen.

The new EMBA program will be offered on the weekends, once a month on Saturdays and Sundays. The idea is to give busy senior executives the opportunity to advance their careers through higher education. There are students from various parts of Malaysia as well as participants from Vietnam.

Most of the classes in this yearly program will be taught by faculty from various European University Asia courses. All faculty members are already experienced business people who also have educational backgrounds. The pragmatic approach continues to be the key element in this, as well as all EU programs on the all levels.



Scan this QR Code to see the Kuala Lumpur graduation pictures from your mobile device.



Kuala Lumpur as a Strategic Point

Not all Asian students have the opportunity to come to Europe to study. So it is important to have a local presence and give them the chance to join and benefit from our programs. These programs also offer European students and faculty members the option to participate in academic study-abroad programs.

Malaysia is an important study destination for students from Asia and the Middle East. A big part of their education is offered in English and attracts many international students. EU programs have been approved by Malaysian Qualifications Agency (MQA) and supported by the Ministry of Education.

With recent graduations in Beijing and Taipei, deepening the university's relationship in Kuala Lumpur seemed like a logical next step. But, European University president Dirk Craen does not plan on being in only one location: "If you say that you are a global university then we always need to be where the market is," he says confidently, "next year, we'll go to another place."

Most Recent Graduates

Ninety students graduated from BBA/MBA/postgraduate programs on April 7, 2012 at the Intercontinental Hotel in Kuala Lumpur.

The ceremony's welcome addresses were delivered by Dr. Fred Chin and Sheila Chin, the Dean of Law Studies and Administrator at the Pine Academy respectively.

Graduating student, Chloe Tiffany Lee, delivered a moving address in which she assured the new graduates that their ambitions were meant to come true. Ms. Lee also encouraged the students to use their new degrees and "indulge in the bounty of choices, possibilities and adventures that are ripe and ready." She credited her own European University education for giving her the tools and skills necessary to launch her successful career in event planning and marketing.

The recipient of the Honorary Doctorate was Datuk Goh Tian Chuan, whose admirable 30-year career has taken him from the police force to his current position as Chairman of the Malaysian Stock Exchange. The ceremony was followed by a cocktail reception.



DATUK GOH TIAN CHUAN

Doctor
Honoris Causa
Kuala Lumpur
2012



Born in Malacca in 1961, Datuk Goh Tian Chuan learned the value of hard work early on while assisting his fisherman father on the open sea.

The third of eight children, it was sheer determination that helped him complete his primary education even after the premature death of his father when he was only 13. To support his family, Datuk Goh went to work in the food market while still pursuing his studies at the Chinese Independent School.

Due to stigma against the Chinese Independent School, Datuk Goh was not considered for any public universities. A subsequent offer to study in Taiwan later fell through due to financial constraints.

After working a series of odd jobs, he joined the local police force where his fluency in Malay, Mandarin and English earned him a place in the Anti-Drug Enforcement Division and praise from his superiors. Their encouragement prompted Datuk Goh to attend the Police College. After graduating, he joined the force and received a posting in the Sabah Police Headquarters.

In 1985, Datuk Goh married Datin Ho Soo Kien. They have three children: two sons and a daughter.

As political turmoil brewed in Sabah, Datuk Goh faced the conflict head on, resolving several tense situations with the peace-making skills and common sense that would serve him well in his business dealings later on.

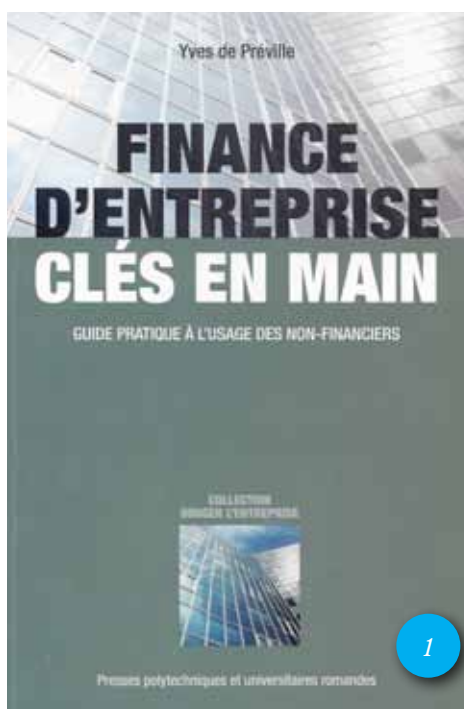
Datuk Goh left the police force in 1993 and ventured into private enterprise, focusing specifically on restructuring ailing companies and making them profitable. Over the past few years he has successfully acquired several manufacturing firms in Malaysia and in countries such as China, Taiwan, Vietnam and Indonesia.

PUBLICATIONS

FINANCIALLY FIT

EU Switzerland Professor M. Yves de Préville's new book, "Finance d'Entreprise Clés en Main," is a practical guide to business finance for those who have to make financial decisions without having a solid financial or accounting background. It explains how to read important financial documents and why they are partial reflections of the fiscal reality of a business.

Accounting rules and documents differ from country to country. Prof. Préville's book takes this into account and presents three important versions of the balance sheet; the profit & loss and cash-flow statements, which do not appear in most books about finance or accounting, as they are written by authors who are bound by their national accounting standards. He says: "my book is very useful to managers who have to deal with various types of accounting rules." For more information about Professor Préville and his book visit www.ppur.org

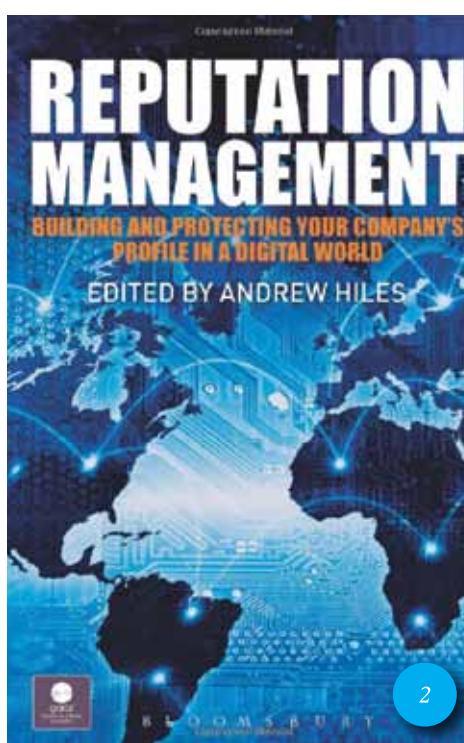


PROFESSOR JOHN DALTON PUBLISHES NEW BOOK

Professor John Dalton of European University's London campus was one of the authors who collaborated on the "Reputation and Strategic Issue Management" book released by Bloomsbury Publishing and associated with QFINANCE.

The chapter Professor Dalton contributed highlights the importance of strategic pro-active management of emerging risks and issues. It outlines how to structure and execute an *Issues Management Program* and ensure that your business stays ahead of the game. The book focuses on one simple premise: corporations and NGOs start to decline and become less relevant once the external environment moves at a faster pace than the internal; issue management helps prevent such strategic drift from happening. Professor Dalton concludes that the primary objective of any reputation management process is to build and protect the brand.

For more information about John Dalton and his new book visit www.acblack.com

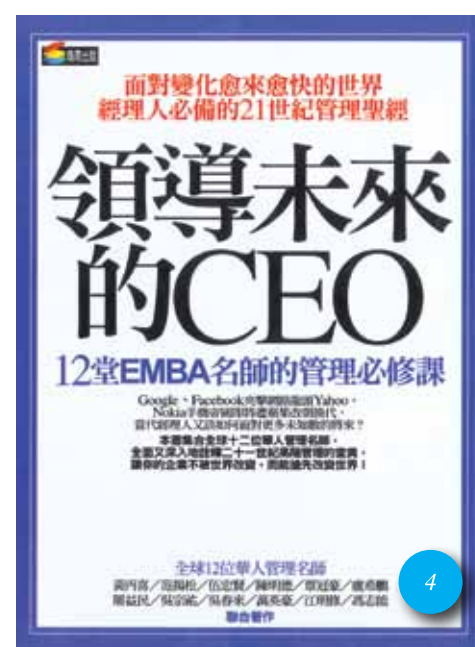


FEDERALISM: A ROAD TO INDEPENDENCE

In his most recent book, EU Barcelona Professor Marc Guerrero presents Federalism as a solution to the current economic crisis. Spain has no history of federalism; its history is full of examples of Unitarianism and Centralism.

Guerrero argues that the Washington Federalist model; with its honesty, bravery and determination is currently a mirage for Catalonia

to strive toward. He says that the roots of U.S. politics lie in freedom and radical democracy. He argues for the same freedoms and autonomy that U.S. states have and suggests that perhaps a Federalist system would be a sensible alternative to the current situation between Catalonia and Spain. But due to the lack of federalist vision in the central government, he argues that Catalonia would have to build its own future alone and later negotiate (if it so desires) for equality of conditions with the Spanish State.



THE NEW MANAGEMENT BIBLE

The must-have, 21st Century, Chinese-language management bible for senior managers is out on the market and over half the book is authored by European University professors.

"The CEO Leading the Future" focuses on the face of the changing and diverse world. Each chapter was authored by 12 of the most famous Chinese Management professors whose knowledge and personal experience makes them experts in the business world.

The EU professors have written the following chapters: Business Planning by Dr. Huang Bingxi, Strategic Leadership by Dr. Fan Yangsong, Strategic Integration by Dr. Wuzhong Xian, Innovation by Dr. Qin Guanhao, Social Enterprise by Dr. Jiang Mingxiu and Business Ethics by Dr. Feng Zhineng.

EUROPEAN UNIVERSITY RANKED A TOP 40 EUROPEAN MBA PROGRAM

The QS Top MBA list 2012 has placed European University in the Top 40 European MBA programs out of a total of 200 business schools worldwide



Quacquarelli Symonds specializes in researching, documenting and evaluating educational and study abroad institutions. Since 2004, their annual rankings of MBA programs have been among the most influential published worldwide. As such, it is an honor for EU that the QS Top MBA list 2012 has named it one of the Top 40 European MBA programs out of a total of 200 top business schools. QS's criteria comes from the high levels of employment EU graduates obtain and on employers' impressions of the MBA programs from which their human resources departments perform their selections.

Employers were invited to consider and vote for the business schools which they believe prepare graduates best for their entry into the competitive workforce. EU placed at No. 39, showcasing the continuous growth and high standards of its programs in four distinct European cities,

each of them international hubs for business, banking, international relations and marketing.

The EU MBA programs have long been defined by their ability to groom students for challenging and rewarding careers through their curricula which are centered on the study of various business models, industrial visits and real life case studies.

EU maintains a strong alumni network and a vastly experienced teaching faculty that imparts upon its students a very high level of business ethics and social responsibility.

The ranking is further affirmation that EU's efforts and methodology have been effective. In the future, we aim for even higher levels of rankings through our expansion into Asian, BRIC and American markets. In addition, EU is persistent in forging agreements with other high-ranking business schools that will allow for corecognized programs and expanded opportunities for MBA students to spend semesters abroad at these acclaimed

institutions. These initiatives will enable EU students to gain further exposure to the global business perspective and hands-on experience in current and future business hubs.

About Quacquarelli Symonds

Quacquarelli Symonds (QS) was founded in 1990 by Nunzio Quacquarelli. Today, QS has over 200 employees and operates globally from offices in London, New York, Paris, Singapore, Stuttgart, Boston, Washington DC, Sydney, Shanghai, Johannesburg and Alicante. It offers publications to broaden the scope for study abroad programs as well as running events and producing guides for postgraduates across 35 countries.

TOP SWEDISH COMPANIES VISIT BARCELONA CAMPUS



Top-tier managers from five leading Swedish corporations: ABB, Ericsson, Karolinska University, Skandia and Handelsbanken, gave presentations to EU's Barcelona campus to give presentations about their corporations to MBA students. The presentations were part of their "The Future of Leaders" project.

Each speaker's presentation described the individual's background and their role in the corporation; in addition, they gave insight into each company's history, profile and current standing in the market.

Charlotta Bjorkland, manager of LTE RAN I&V at Ericsson, told EU Today that she and her colleagues were very impressed. "All the students we met were very nice and interested in contributing. They were very ambitious and surprised us with their very mature points of view."

In addition to the presentations, company representatives placed a lot of emphasis on the employment opportunities available to European University students in each of these high-profile Swedish companies.

A lively Q&A session took place after each presentation and students had the chance to discuss expansion strategies and the current global economic situation with the company representatives.

The Ericsson team shared their impressions with us after the presentations and we are happy to report that our students made a great impression. In emails with the university following the presentations, Ms. Bjorkland told EU, "We all wanted to start studying at European University for its great atmosphere and international environment."

Scan this QR Code to see a video of this visit from your mobile device.



THE COMPANIES

ERICSSON

Ericsson is a leading telecommunications equipment and service provider for mobile and fixed network operators. Over 1,000 networks in more than 180 countries use Ericsson equipment, and more than 40 percent of the world's mobile traffic passes through Ericsson networks.

KAROLINSKA

Karolinska University Hospital is one of Scandinavia's top health facilities. Together with the world-respected Karolinska Institutet, they lead the way in many medical breakthroughs in Sweden.

skandia :

Skandia is a leading global investment consulting firm specializing in offshore and cross-border investment solutions. It operates from bases in financial centres around the world, including Ireland, Isle of Man, Hong Kong, Singapore and Dubai.

Handelsbanken

Handelsbanken provides a full range of services to corporate customers worldwide with a mission to provide high quality products and services.



ABB is one of the world's leading engineering companies. It helps its customers to use electrical power effectively and to increase industrial productivity in a sustainable way.

LAUSANNE PALACE HOTEL & SPA NAMED “HOTEL OF THE YEAR”

The Lausanne Palace Hotel & Spa (Lausanne Palace) was crowned “Hotel of the Year 2011” by the Swiss hotel and restaurant guide Gault & Millau. The key to this success has been conviviality, exquisite gastronomy and teamwork. With its visionary management, renowned chef and newly-renovated structure, the Lausanne Palace is the prominent meeting point for celebrities and Lausanne locals.

Urs Heller, chief editor of Gault & Millau Switzerland awarded Managing Director Jean-Jacques Gauer and Executive Chef Edgard Bovier the coveted prize. Mr. Gauer has been the Chairman of The Leading Hotels of the World, the premier global grouping of major hotels. He is also a regular guest speaker at EU which awarded him with an Honorary Doctorate degree in Civil Law in 2011.

Both Gauer and Bovier are deserving recipients, having elevated the Lausanne Palace to new heights of comfort and luxury in recent



years. Under Director Gauer, the hotel has gained a reputation not only for its five-star service, but also a sense of warmth and ease. Executive Chef Bovier goes above and beyond traditional Swiss fare by offering sumptuous, acclaimed menus full of Mediterranean and Asian inspired creations.

The Lausanne Palace has undergone a renaissance with extensive renovations yet still maintains the same high standard of classic

elegance that Coco Chanel enjoyed when she stayed there during the remodeling of her Epalinges house. The hotel’s luxurious Coco Chanel suite’s design was inspired by the fashion legend’s supreme glamour and style.

For 20 years, Mr. Gauer was Chairman of The Leading Hotels of the World. He is also on the boards of many other hotels, hospitality establishments and restaurants in Switzerland and internationally.

U.S. SENATORS VISIT BARCELONA

A delegation of legislators from the U.S. National Conference of State Legislatures (NCSL) traveled to Spain to meet with their counterparts in regional assemblies in Madrid, Seville and Barcelona. While in Barcelona, the delegation enjoyed an evening with European University (EU) representatives.

The NCSL, a bipartisan organization made up of U.S. elected state legislators and legislative staff, provides policy research on state issues and advocates for a state policy agenda with the U. S. Congress and the Obama Administration. NCSL is a very active organization which hosts delegations from democracies around the world and visits legislative bodies in other countries to exchange ideas on state and regional issues.

In addition to meeting with legislative leaders, the tour included stops at major Spanish companies with ties to the United States such as Mapfre Insurance (financial services), Abengoa Solar (energy) and European University in Barcelona (education). Senator Richard T. Moore of Massachusetts, Immediate Past President of NCSL, was the delegation leader. Senator Moore, a Trustee of Nichols College in Dudley, Massachusetts, has been an instrumental ally in the academic alliance that Nichols presently has with European University.

Regarding European University’s relationship with political leaders, Dr. Craen said, “It’s quite important that business schools have relations with the government, as lawmakers have an enormous impact on sustainability and corporate law. We are preparing some students to work in official government positions. As a result we are looking to create partnerships with leaders based on a strong exchange of ideas and our modern European values.”



PIERRE KELLER INTRODUCES NEW DESIGN MANAGEMENT MAJOR



“
The most important thing
a designer can be, is curious,
curious and more curious.
”

Pierre Keller, a leader in the arts, as well as publisher, teacher, art consultant, exhibition curator and organizer has joined forces with European University (EU) in what will become the Swiss Design Institute by Pierre Keller. This unique program will be offered at the bachelor's and MBA levels.

The program, designed by Mr. Keller, offers a contemporary approach to design and management through a variety of presentations, practical cases and meetings with key leaders from the design scene that will exhibit and share their work experiences with students.

Mr. Keller created a three tiered approach to the curriculum including discovery of design, design as a factor of success and luxury; each tier focuses on developing the importance of design in management and allows students to understand the richness, diversity and creative potential design carries within the management process.

The program will first be offered on the EU campus in Barcelona beginning in the fall of 2012 with hopes of expanding to other EU campuses the following year. Students taking part in the program have the opportunity to receive an MBA or BA degree in Design Management. For students opting not to take this as a focus, a Certificate in Design Management will also be available.

Prior to his venture with EU, Mr. Keller worked as the Director of École Cantonale d'Arts de Lausanne (ECAL). Under his reign the school became one of the top 10 art schools in Europe. He has also been an active member of the Foundation Board of Montreux Jazz Festival and in 2006 received the Award of the Foundation for the Art of the Canton of Vaud for his influence in the field. Mr. Keller received an Honorary Doctorate from EU Barcelona in 2007 and is an European University Trustee.

RUSSIAN STUDENTS IN SWITZERLAND

Over 20 doctorate students from Moscow's Graduate School of Corporate Management, Russian Presidential Academy of National Economy and Public Administration (RANEPA), an institutional partner with European University, recently visited the EU Switzerland and Munich campuses. The week-long tour followed the seminar, "The Entrepreneurial Spirit of Success in Small & Medium International Companies in the 21st Century," and featured a series of lectures and visits to various international businesses in the area. Attendees toured Nestlé, BMW, World Trade Organization, Lifesize, Notenstein Bank and also received lectures on diverse topics ranging from Family Business Management to Social Media Marketing.

The seminar was the first of what will become an annual event between RANEPA and EU. The two universities, which joined forces last year, offer a Dual DBA program to students and attendance to the seminar offers both a



certificate of completion and the opportunity for students to argue their DBA thesis. Current students enrolled in the program and alumni were invited to attend the event, many of whom are already entrepreneurs and high level executives.

The seminar also welcomed the first group

of students to complete the dual DBA program with four students defending their doctoral thesis during the visit. The students presented to a committee panel of both EU faculty and industry professionals.



A NICHOLS COLLEGE DELEGATION VISITS EU

In April, European University Barcelona and Swiss campuses welcomed a delegation from Nichols College (NC) that included new President, Dr. Susan West Engelkemeyer; Vice-Chairman of the Board, Thomas Hall; board member and alumnus, John Davis; the Vice-President of Enrollment, Tom Cafaro and Chairman of Board John McClutchy.

The NC delegation toured the campuses and met with EU administration and staff. The visit reinforced the close relationship between the schools which includes dual bachelor's and dual MBA programs offering students the opportunity to earn two individual and internationally accredited degrees. In the case of the bachelor's program, students can gain a dual degree by completing five semesters of their undergraduate degree at any EU campus and then two semesters at Nichols College in Massachusetts.

For the MBA level students, a dual degree requires the completion of five MBA courses at any EU campus and a further 10 with Nichols College's on-site or via distance learning courses.

This was the first visit to EU by NC's new and recently appointed president, Dr. Susan West Engelkemeyer. EU looks forward to continuing its partnership with Nichols College that will offer students from both schools numerous opportunities for many years to come.

About Nichols College

- Main campus located in Dudley, Massachusetts
Founded in 1815
- 1 in 10 NC graduates becomes a president, CEO or business owner
- NC has many diverse majors that mainly focus on business and liberal arts

EABIS PRESIDENT INSPIRES



STUDENTS GRANT A WISH

It was a fantastic night for students and faculty members at European University Barcelona, who enjoyed their annual Christmas party at the luxury Hotel Majestic on the famous Passeig de Gràcia.

The focus of the night was a successful fundraising event hosted by the student board for the Make-a-Wish Foundation. The Student Board is to be commended for their organizational skills, which saw the night run flawlessly, with more than 700 EUR raised for the Make-a-Wish Foundation. Ms. Leticia Andrades, General Manager of Make-a-Wish Spain, gave a brief presentation of the foundation, explaining its roots and objectives, and thanked European University for its commitment.

For more information about Make a Wish Foundation, visit www.wish.org

STUDENTS SUPPORT AIDS BATTLE



European University Geneva students, faculty and staff wore their red ribbons and bracelets to support the World AIDS Day. The theme last year was about “Getting to Zero”: zero new HIV infections, zero discrimination and zero AIDS related deaths.

A fundraising booth was organized by the Student Board so that students would be able to pick up their red ribbons and bracelets, browse the World Aids Day website, read flyers, books and give a small contribution if they wished. EU students were proud on this day to shape attitudes, challenge injustice and change lives by raising awareness.

The Student Board would like to thank all students for their donations: European University will be donating all the money raised to the World Health Organization.

Companies must lead the changes in the business world, doing what they do best: building partnerships, creating efficiencies, competitive advantage and seizing opportunities.

It is assumed that the path to the future sustainability marked by Vision 2050 will involve new investments in infrastructure, technology and human services; initiatives which will allow the creation of new business opportunities to thrive and grow.

In addition to being a member of the academic world, Professor Lenssen, is the president of EABIS. Students were motivated by his presentation and participated avidly.

Launched in 2002 as a unique partnership between multinational companies and business schools, this Brussels-based organization is one of the world’s leading platforms for corporate-academic action in response to global sustainability challenges.

As a member of EABIS, EU further reinforces its motto: “make a difference” in the business world. Through its projects worldwide, the university is constantly trying to set an example for students by broadening its corporate social responsibility.

Download the full report Vision 2050; the new agenda for business at www.wbcsd.org

In March, the Academy of Business and Society (EABIS) President Gilbert Lenssen addressed European University students in Switzerland about Vision 2050.

Vision 2050 is the new agenda for business published by the World Business Council for Sustainable Development and is the result of consultation with managers and experts from over 200 large companies and groups in 20 countries.

The purpose of this report is to present new business opportunities in the context of sustainable business development and to try to establish methodologies in the next decade to enable a sustainable planet in the future.

It also outlines a path based on nine items or critical areas (values and behavior, human development, economy, agriculture, forestry, energy, construction, mobility and material) and has two major phases: the Turbulent Teens (2010-2020) and Time Transformation (2020-2050).

Among other things, the report intends to incorporate the total costs of externalities, consider ecosystem services and water, stop deforestation and overexploitation of forests, reduce CO2 emissions, improve energy efficiency and promote universal access to mobility; among other things.

As part of this transformation, Vision 2050 proposes a new agenda or way of working for global companies. Within this framework,

TWO YEARS IN BURKINA FASO

Considering the close relationship EU has built with a small community in Yirwal, Burkina Faso over the past number of years, we felt it would be interesting to offer our students, alumni and partners an insight into this West-African country with which we have such a special connection.

This year marks the second year anniversary of European University's (EU) involvement with L'Association Maia (LAM), a foundation devoted to providing the women of Burkina Faso with sustainable initiatives through micro-lending, flour mill construction and the digging of wells. By providing these women with the tools they need to become self-reliant, the community can devote its energy to education and infrastructure development. EU recognizes the need for sustainable initiatives and has pledged its complete support to the L'Association Maia to improve the quality of life for the people of Burkina Faso.

In a recent email to EU, LAM founder, Aminata Diallo writes: "In the town of Yirwal, the Bank of Cereals is full. Men committed to it and help the women. It gives them joy in their lives."

European University's connection with L'Association Maia was established through Anne Rosat, a Belgian artist and humanitarian. Ms. Rosat met with Professor Aminata Diallo, who has been involved with development in Burkina Faso since 2001. The two formed a working relationship dedicated to improving the quality of life in the region. Through direct EU sponsorship, L'Association Maia has built two new flour mills that have supplied the women of the town of Yirwal with an invaluable source of food and income. In addition, in June of last year the university donated 5,000 EUR to the foundation at the EU Switzerland commencement ceremony in 2011.

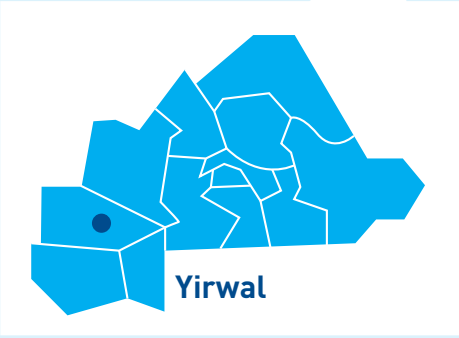
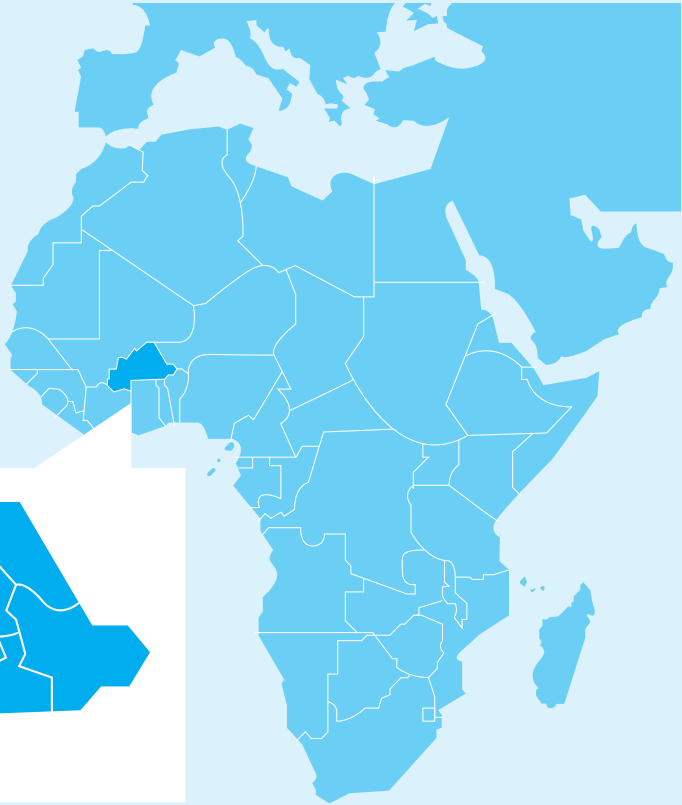
Burkina Faso has had a turbulent history since it gained independence from France



in 1960 including a series of military coups that have caused considerable internal bloodshed. Women in particular remain a marginalized sector of society with a 21% literacy rate, a life expectancy of 55 and a 70% rate of women having undergone female genital mutilation.

Female empowerment initiatives that encourage local women to take control over their own livelihood have proven to be extremely effective in Burkina Faso. Once in control, a large majority of women take





the opportunity to educate themselves and their children. As a result, disease and infant mortality rates decrease while literacy rates increase. Stigmas disappear as a result of growing self-confidence and deep-rooted misogynistic prejudices eventually become unacceptable within the society.

European University fully supports sustainability as a key tool for development in Burkina Faso and beyond. We celebrate our collaborative efforts with L'Association Maia and pledge continued support to a nation with great promise, but a long road toward stability still ahead.



French

is the official language but in addition, 90% of the population speak Sudanic languages

The landlocked country, desert in the north and savanna in the center and south, is home to

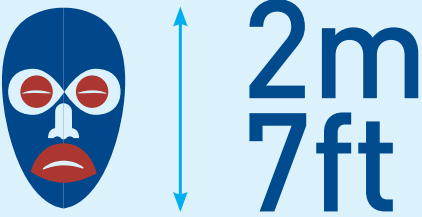
63 ethnicities

Main exports are

cotton, gold & livestock

The Mossi

is an ethnic group in Burkina Faso which is known for its antelope masks measuring



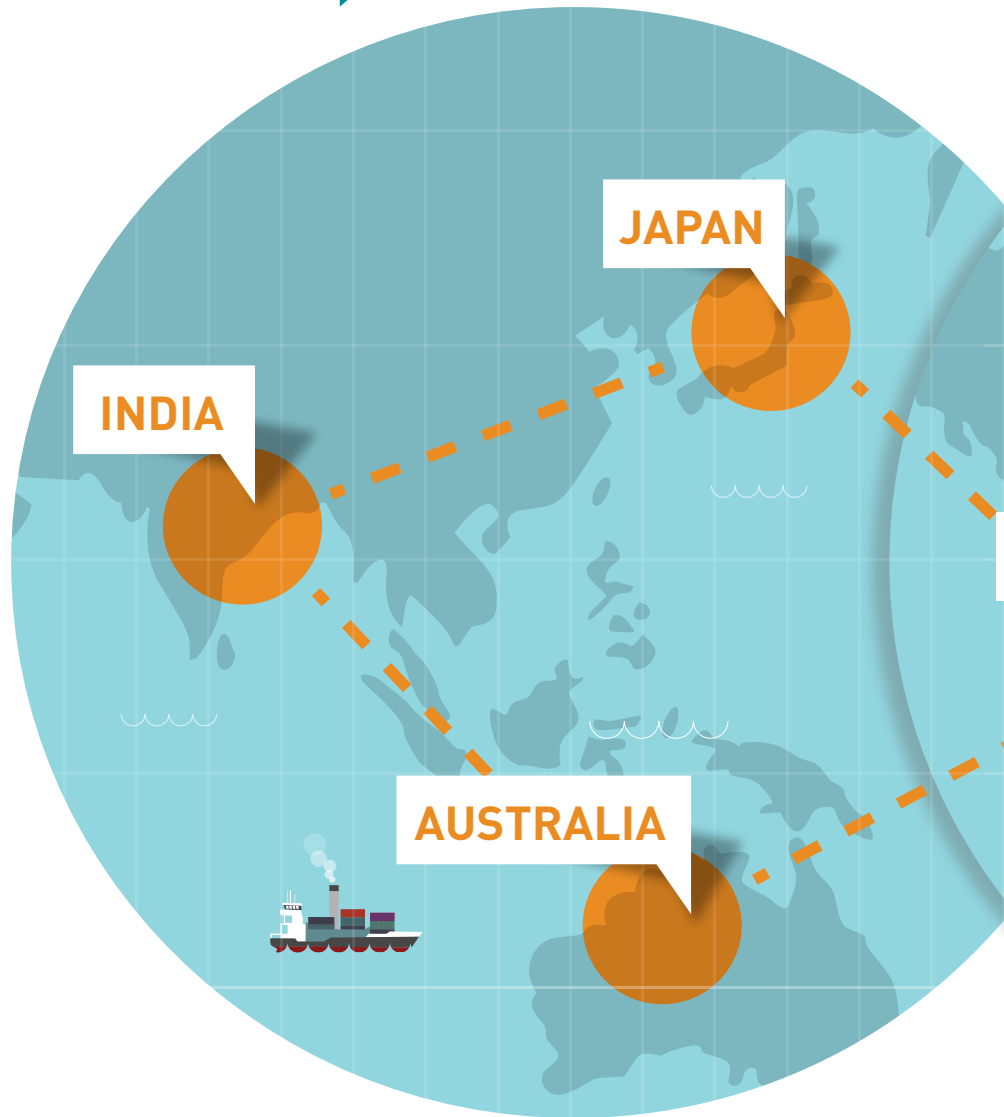
high and painted red or white. The masks are usually worn at funerals and when guarding certain fruits

The village of Yirwal has

inhabitants
973

QUADRILATERALISM, THE NEW FRONTIER?

Professor Alex Calvo is an International Relations Professor at European University's Barcelona Campus. In this piece he offers his opinion on current security issues and cooperation transitions in the Pacific trilateral dialogue



The ongoing ballet in the Asia-Pacific and Indian Ocean regions continued in December of last year with the first ever trilateral dialogue among the United States, Japan and India.

The four-hour long meeting took place at the State Department in Washington D.C. Deputy Vice Minister for Foreign Policy Koji Tsuruoka headed the Japanese delegation.

Although these countries share interests and are linked through a dense network of bilateral and multilateral treaties, the meeting was surprising for a few reasons: first of all, Japan has not had a very deep relationship with India over the last few decades. It was not until Japan widened the scope of its security interests beyond Northeast Asia and India opened its economy and launched its “Look

East” policy that these maritime democracies began noticing each other in earnest.

Two additional factors have been China’s rise and America’s diminishing fiscal resources and consequently its struggle to keep its security and defense presence in the Pacific and the Indian Oceans.

Common Ground

While a deeper, more institutionalized three-way relationship may still be a few years away, we can see how Washington, Tokyo, and New Delhi are converging on a number of key issues.

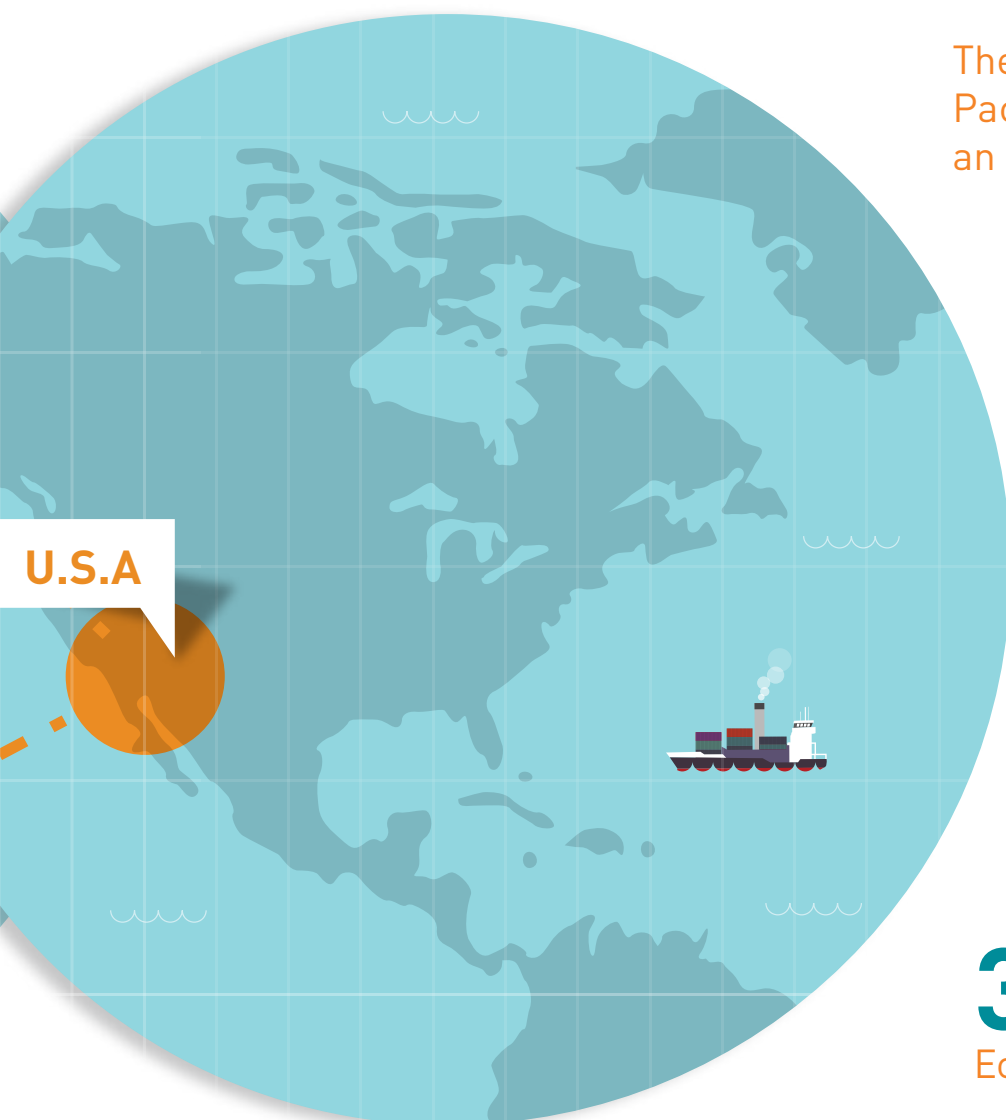
The U.S., Japan and India now see that insisting on democracy in Burma right now would only mean pushing the country into the arms of China, for which it would offer an essential outlet to open waters; bypassing the Malacca Strait.

As far as the South China Sea is concerned, all three powers are paying more and more attention to this body of water, while reaching bilateral agreements with some of the claimants and supporting the efforts of the Association of Southeast Asian Nations (ASEAN) to reach a negotiated settlement on territorial disputes.

Parallel Action

There is another trilateral, strategic dialogue going on between the United States, Japan, and Australia (which has signed bilateral defense agreements with New Delhi and Tokyo). The big question is whether we will see a four-way forum develop among these maritime democracies.

The recent trip to India by Prime Minister Yoshihiko Noda has led to further



The South China Sea is part of the Pacific Ocean and encompasses an area of

3,500,000 km²

UNCLOS 1982
was signed in
but didn't become effective
until **1994**

OVER 50%
of India's trade passes
through the Malacca Strait

US, China and Japan are the
3 LARGEST
Economies in the world

“
The question is, will we see
a four-way forum develop
among these maritime
democracies?
”

small-but-significant steps in the relationship between Tokyo and New Delhi, which seems to be inching forward both on the economic and the security fronts.

Indian security expert Brahma Chellaney describes these powers as “natural allies” because “they have no conflict of strategic interest and share common goals to build institutionalized

cooperation and stability in Asia,” while former Japanese Prime Minister Shinzo Abe made a speech in New Delhi in September confirming “absolute consensus” in Japan on the need to build stronger ties to India.

Plans for the future

A December 2011 joint release explained that both countries' coast guards would conduct joint drills in 2012, aimed at building maritime security ties in the Indian Ocean; a vital concern for both countries.

It touched upon the matter of the South China Sea, concretely about maritime disputes with China, which can be found in the statement's assertion that Noda and Singh “reaffirmed the commitment of India and Japan, as two maritime nations in Asia, to

the universally-agreed principles of international law, including the 1982 United Nations Convention on the Law of the Sea (UNCLOS) and other relevant international maritime law.”

In the economic sector, Japan will invest US\$4.5 billion in the promotion of the “Delhi-Mumbai Industrial Corridor project.” The statement also explains that loans would finance two new projects: the Delhi Mass Rapid Transport System Project Phase III and the West Bengal Forest and Biodiversity Conservation Project.

The fivefold expansion of the bilateral currency swap arrangement, reaching US\$15 billion, should also be noted. This is a welcome step for India, concerned about the drop in value of the Rupee.

TO INVEST OR NOT TO INVEST? THAT IS THE QUESTION

Damien Oberholzer, Private Banker and professor of Finance at EU provides some insight on the economic recession



Global equity investors have had a difficult last decade. After three consecutive crises, most of the major stock indexes in the world are in the red. In comparison, the main emerging market indexes have shown outstanding double-digit growth, but are now under suspicion of being a product of the bubble effect.

Historically, the bond market has performed lower but been more stable than the equity market. Nevertheless, with the fear of government credit coupled with such low interest on quality papers, the bond investors will have trouble finding an acceptable risk/return investment.

The price of hard commodities (gold, silver and platinum) has increased enormously as fearful investors looking for a “safe-haven” have raised their value to heights never before attained. This situation again raises questions about the formation of a speculation bubble. Finally, the large fluctuations of the stronger currencies have created great uncertainty for international investors.

“
In a crisis, should we wait...or should we make the most of the situation and take risks?
”

This gloomy observation destabilizes investors across the board. So the question is: What to do? Sell everything in fear of an upcoming recession? Wait for the storm to blow over and hope for the current economic problems to be solved by their respective governments? Or make the most of the situation by taking some risks?

As long as the euro-zone crisis remains, the volatility of financial markets will stay at extreme levels. The European Central Bank's (ECB) recent Long Term Refinancing Operation (LTRO) has helped reduce the financial pressure, but the European Banking



Authority (EBA) has recently declared that banks need to increase their capital by 115 billion euros. So it's not surprising that banks have not used this access to capital to raise their exposure to European sovereign debt. And this year, the peripheral European governments (Greece, Ireland, Portugal, Italy and Spain) will need to raise about 500 billion euros. We need to be prepared for a highly-agitated year, with strong increases in stock markets followed by strong declines.

American indexes could be more stable than others. They will probably benefit from the "dollar effect", which should continue to strengthen despite some turbulence. According to the various announcements made by the European leaders and according to the decision taken by the ECB, the Euro-Dollar relationship could be highly volatile.

Nevertheless, the tendency should be on the downside as the Euro-zone's survival depends on it. If the Euro remains too powerful, recession will strengthen and revive the crisis linked to European debt, and finally weaken the euro. Reciprocally, if Europe wants to save

itself, it needs to favor the depreciation of its currency to re-establish growth and get out of the crisis. Not wanting the Euro-zone to disappear, the U.S. should also favor the strengthening of the Dollar against the Euro. As long as the Euro remains above \$1.10, the greenback stays competitive for Uncle Sam. The American presidential election should not change this aspect because Republicans and Democrats have agreed to allow for the strengthening of the Dollar as long as it does not alter their growth prospect.

All these non-exhaustive examples risk the creation of a number of surprises. Nevertheless, some elements need to be taken into consideration. The current problem is mainly due to the bad debt management of occidental governments. Private companies as a whole have performed reasonably well and their productivity has increased. Emerging countries will continue to develop and pull the global economy ahead and inflation will inevitably reappear in the western world.

2011 reminded us of how difficult it is to anticipate economic and political events.

These periods of uncertainty allow us to set aside, analyze and attempt to anticipate new trends in our globalized world. It is now the time to come up with new ideas and new strategies in order to clearly add value to our investments. Everyone will have to make decisions according to their specific situation, depending on their emotional and financial capacity to endure risk.

My final advice is to stay cautious, but on the look-out for opportunities- as turbulent times are often a good occasion for business.

Money Facts

- Metal prices across the globe surged 15% since the last quarter of 2011
- Eurostat estimates that 24.7M men and woman are unemployed in the EU; with the highest rates in Italy, Spain and Portugal
- The EU has dropped one percent since 2011

DEVELOPMENT PERSPECTIVES OF RENEWABLE ENERGY SOURCES IN THE REPUBLIC OF AZERBAIJAN

*By H.E. Dr. Murad N. Najafbayli, Ambassador of the Republic of Azerbaijan to the Swiss Confederation
& Dr. Emin Teymurov, Attaché of the Permanent Mission of Azerbaijan and European University lecturer*

Azerbaijan, as part of its global vision, is looking towards the future and intensifying the development of renewable energy sources in the country. It is a well-known fact that, the Republic of Azerbaijan is rich in oil and natural gas. Though having achieved durable socio-economic growth mostly thanks to the development of the oil and gas reserves, the Government is aware that these cannot be exploited indefinitely.

The Government of Azerbaijan has been intensifying and advancing its economic policy activities toward renewable energy sources since 2000. In 2009, by the Presidential Decree, the country established the State Agency on Alternative and Renewable Energy Sources (SAARES) under the Ministry of Industry and Energy. The Agency is the primary regulatory institution for alternative and renewable energy sources and assesses sustainable energy potential, shapes relevant policies (including tariffs and procedural mandates) and handles special permissions to the public and private entities to construct power generation facilities.



“
The Government of Azerbaijan has been intensifying and advancing its economic policy activities toward renewable energy sources since 2000.
”

The country then intensified cooperation with different international organizations, companies and donor countries to implement various projects in the field of renewable energy sources. The major goal of the new programs and agreements was to effectively and efficiently use renewable energy sources in order to develop and advance clean energy production.

Ensuring sustainable socio-economic development in Azerbaijan by way of modern renewable energy technologies is of utmost importance. In this regard, starting from 2011, the resources of the Azerbaijan State Oil Fund, as well as Government budget have been allocated to implement renewable

energy projects in the country.

In 2011, in cooperation with the United Nations Development Program (UNDP), SAARES launched a ‘Promoting Development of Sustainable Energy in Azerbaijan’ project for which the European Commission and the Government of Norway contributed 500,000 EUR and \$790,000 respectively.

Azerbaijan’s energy production is currently largely reliant on the exploitation of the country’s hydrocarbon reserves and considering that the development of renewable energy is one of the government’s strategic priorities, the business environment is being continuously improved in order to



make it more attractive for potential investors. In this regard, the Government of Azerbaijan is amending existing legal and institutional frameworks, creating business-friendly environment, offering financial and economic incentives, enhancing capacity building and human resources development.

All this Governmental initiative is moving the country toward a noble goal as a significant portion of Azerbaijan's energy needs can be met by the development of renewable

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Renewable energy
technology will also
reduce many current
environmental problems.
”

energy sources. Implementation of renewable energy technologies will also reduce many current environmental problems associated with fossil fuel production and usage. One of the priorities is a gradual transition from relying on fossil fuel energy sources to renewable solar, wind and hydro energy sources. This transition will contribute to sustainable socio-economic development, as well as ensure economic and energy security in Azerbaijan.



THE FUTURE OF PENSIONS IN DEVELOPED COUNTRIES

Manuel García is a Professor of Communications at European University in Barcelona. Here he writes on changing demographic patterns and consequences for pensions

Developed countries are finding themselves in a demanding situation: the number of pensioners is steadily increasing while the birth rate is stagnating or, in some cases, declining. Soon there will be more pensioners than tax payers. In the next 40 years, one third of the European population will be at least 60 years old. In the United States, the number of 65+ year olds will double in the next 20 years. In the midst of this financial crisis, the majority of developed countries are left with no option other than to apply a series of structural reforms; such as the reduction of public expenses and the freezing of salaries and new hires. No government has yet ventured a radical reform of the pension system.

All pension systems work under the assumption that a person will retire at 65, enjoy their retirement benefits for a few years and then pass away. After that person dies, the system no longer has to pay the pension. People today live much longer, which is fortunate for the pensioners but not for pension systems, as life expectancy today is much higher than when these were set up. For instance, when the United States created their current pension system (the Social Security Trust Fund) in 1939, life expectancy was only 64 years old. Nowadays, U.S. citizens live an average lifespan of 75 years. According to the Cato Institute, a conservative think tank, “in the United States, a person that reaches 65 years old will live 17

years more on average. This is almost four years more –or 48 checks more– than a pensioner could expect to get in 1940”.

As life expectancy increases, so does the period of time the State has to pay pensions. This results in an increase of tax pressure, especially in times of economic uncertainty. In a system that could be called “pay-as-you-go”, which is quite usual in developed economies, the current labor force supports the pension system. However, as the Cato Institute says,

“
This Ponzi scheme was solid around the 1950s... today it is not sustainable.
”

“this Ponzi scheme was solid around the 1950s, when 16 workers were paying the benefits of a single pensioner; today, when that ratio is 3:1, it is not sustainable. Social Security officers in the United States estimate that the proportion of workers and pensioners will reach 2:1 by 2030.”

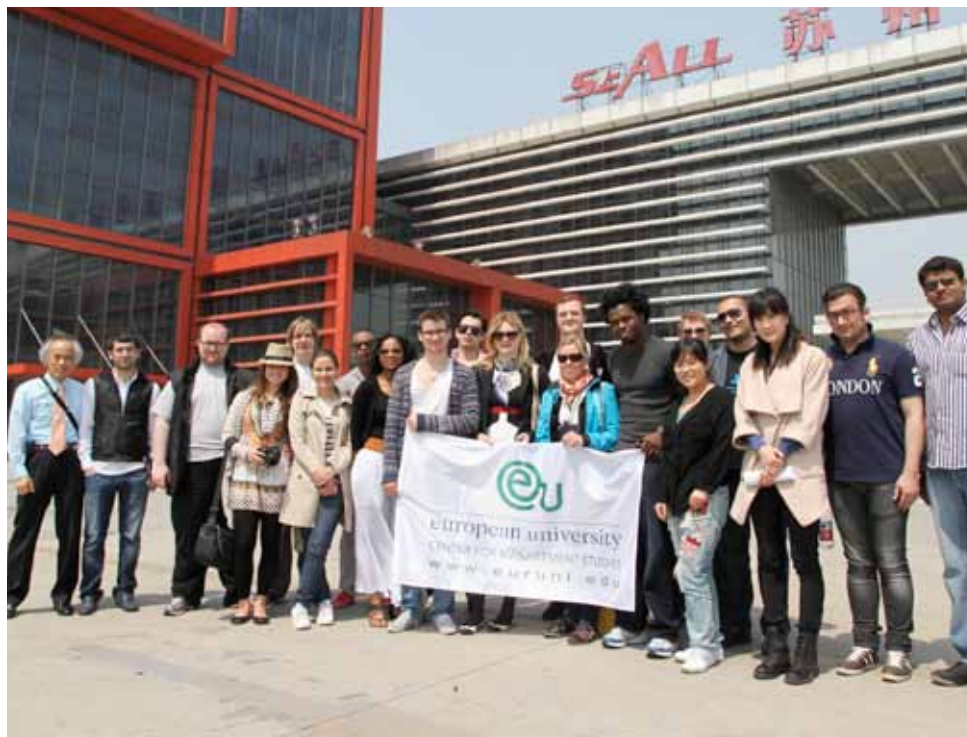
A recent study at the University of Strathclyde, in Glasgow, England, titled “Demographic Change and Labour Markets”,

declared that if the present demographic trend continues and the workforce participation does not increase, “the number of people that are contributing to the pension systems in developed countries will go down while the number of beneficiaries will go up.” If there are not enough workers paying taxes, there will simply be no more money to pay pensioners. In that case, politicians will be compelled to make difficult but necessary decisions; for instance, reducing the pensioner’s benefits or extending the working life.

Governments spend a huge amount of their GDP in benefits to pensioners. According to Mary Helen McSweeney-Feld, in a study published in the International Business & Economics Research Journal in March 2011, countries like Greece, Spain and Ireland spend 7% of their GDP in pensions. These benefits also include medical expenses and costs. In the United States, for instance, more than 4% of the GDP is apportioned to pensioners.

People that are about to retire need to think about how they will be financing their golden years. Peter Diamond and Jonathan Gruber, both Economics Professors at the Massachusetts Institute of Technology (MIT), declare that “in families in the United States where the head of the family is 65 years old or older, 51% of family income comes from Social Security benefits; and in 16% of the said families, the welfare and pension system is the only source of income, period.”

STUDENTS' CHINA STUDY TOUR



Over 20 EU Switzerland students recently traveled to Shanghai and Suzhou as part of a China Study Tour organized by Professor Kim. Students were exposed to emerging global business hubs, major Chinese landmarks and of course, plenty of Chinese culture. Highlights on the trip included industrial visits to Lenovo Electric Co. Ltd., a personal technology company with headquarters in the U.S., Japan and China; Suzhou's largest existing silk factory, where students learned how to produce and manufacture silk goods; and the Shanghai Volkswagen Factory which included a tour of the facility and discussions with employees at the plant. Students also explored Suzhou's new high-tech industrial zone and toured the Jada Buddha Temple where they learned that the Chinese perceive Jade as a stone more precious than silver or gold.

In addition to learning the ropes of business in a different culture, students also visited Shanghai's famous Oriental Pearl Television Tower, a distinct landmark in the area over 468 meters high, experienced local public transportation in a rickshaw taxi and stopped at the Shanghai Wild Animal Park.

The nine-day excursion left little time for rest, but students learned how business works in the Chinese culture. "When visiting the local markets, you really notice the

difference in Chinese business culture. Their way of doing business compared to Geneva... in Geneva it's very well organized. You follow the rules and there is no room for negotiation, but in China, even in an upscale boutique you could bargain [down] the prices," shared Rosemary Sampah, an MBA student at the EU Geneva campus.

The exposure to Chinese businesses was also a way for many students to apply classroom theory to practical experience. The tour sparked entrepreneurial interests with one particular student. Rami Omar, also an MBA student at EU Geneva, foresees collaboration with Chinese businesses in his future. "I definitely plan on going to China with my business endeavors. Every city has its own production facility: one city textiles, one electronics, etc... There is a lot of opportunity there."

The group is back in class now, but the encourages future EU students to take advantage of travel opportunities and see various business cultures around the world. "It's good to explore and know what's happening in other parts of the world... different cultures, people, food, we really saw [how] China is developing. It truly opened my mind," said Ms. Sampah.

Following the success of the Shanghai trip, EU plans to organize different study trips next year to Cuba, Korea and India.



END-OF-EXAMS BBQ CELEBRATION

Students from EU Montreux celebrated the end of exams with a BBQ Fiesta at Clarens, a small village on the outskirts of the city, perfect for a "Grill and Chill" evening. The event, organized by the Montreux student government, included a variety of activities from a volleyball tournament to a music jam session. Some students even took advantage of the warm weather and went swimming in Lake Geneva! The fire pit and beautiful scenery provided a relaxed evening beside the lake, an ideal way to end a week of stressful exams. For many students, it was the final celebration of their time at EU.

LASTING IMPRESSIONS

Three Russian exchange students talk about their semester at EU Barcelona



This year, European University (EU) had the pleasure of hosting a group of students from the Rostov region of Russia, one of the oldest and most important cultural hubs of the Russian Federation. They were here for two months through the end of May. We caught up with BBA students Verigina Marina, Ivan Igorevich Meshcheryakov and Daria Krasavina for a recap of their time at EU Barcelona and some info on their future plans:

EU: *How do you like European University?*

Verigina: I like the individual approach to every student here. If you have trouble in class you can be confident that you'll get the necessary help.

Daria: European University is completely different from my Rostov University. The way of teaching, group tasks, case study, intranet system all this is new for me but extremely cognitive. I consider that practice-oriented education will be much more helpful for a future job.

EU: *What has been your experience here?*

Ivan: I learned here how to study in the right way and to be responsible.

Verigina: I've gotten a lot of necessary skills here: how to work in an international team, how

to give a speech in front of a full auditorium. Here you start to look more broadly at current world issues and try to express and qualify your own attitude. In our university we only receive theoretical knowledge and you have a fear of bumping into many obstacles at the workplace because of a lack of practice.

Daria: I had some difficulties at the beginning of the course with the first case study and first mid-term exam, but only at first.

EU: *What do you like about Barcelona?*

Daria: The thing I love most about Barcelona is the weather. The mild and warm climate is great. People are friendly and sociable. The food here is both delicious and rather cheap.

Verigina: I admire the fantastic architecture. Barcelona attracts a lot of people not only as a tourist spot, but also as a source of inspiration. You can find almost everything that you want in this city. You can walk along the sandy coast on the Mediterranean Sea or visit cultural events (so many interesting festivals and exhibitions have happened during our short stay here).

EU: *Why did you sign up for this program?*

Verigina: A European University education gives enormous opportunities for people in Russia, for

example, to get a better job with higher salary.

Ivan: It is a great opportunity to receive two diplomas in one year.

Daria: It is a unique program in the southern region of Russia so I wasn't able to deny myself of this opportunity to get a European education, live in Barcelona, meet new people and of course, earn a diploma!

EU: *What is your favorite subject?*

Verigina: Leadership.

Ivan: Total Quality Management and Leadership course.

Daria: All the subjects are great! I can't even choose one! The top ones for me are Total Quality Management, Strategic Management and Leadership. I thank my lovely professors.

EU: *What do you want to do after you graduate from European University?*

Verigina: After graduation I'm going to find a job and put my knowledge into practice.

Ivan: I will finish my university and will try to find work or open my own business.

Daria: After graduation I have one year left at my university, Rostov State University of Economics. After that I dream of studying an MBA degree in the USA.

WATCH YOUR MOUTH!

AND YOUR HANDS AND YOUR FEET AND YOUR EYE CONTACT!

Sungeun Esthela Shim is an undergraduate marketing major at EU Barcelona campus



Third-year prospective European University graduates will soon go into a savage job market in order to start their careers. As prepared as they are to ace the interview and do the job, it always helps to review the fine points of perfect interview etiquette.

Your CV may get your foot in the door but you need to own the interview. One of the ways of making an exceptional first impression during this meeting is by being aware of your body language. Simple gestures, facial expressions, eye contact and greeting behavior can affect the way your interviewer perceives you as a candidate for their working force.

Since 70% of our communication is non-verbal, job candidates should not forget to smile while entering, sit upright in their chairs and make eye contact during the interview. A grasp on cultural differences is an incredibly important tool for success.

INTERVIEW TIPS

DO sit up straight.

DON'T slouch!

DO make eye contact when talking to someone during an interview.

DON'T gaze at them like you are in the final round of an international staring competition. More than 10 seconds is too much. Make it natural, practice in front of a mirror, practice looking away during key points of a conversation and then look back.

DO your cultural research!

DON'T hug your interviewer, especially in Japan! Knowing the correct level of body contact is key to cultural relations. With the advent of smartphones, you can even check something at the last minute while you are waiting to be interviewed. In many places, a handshake is the accepted business greeting, but it's always best to check the customs of the particular country you are in beforehand.

DO place your hands on the table, it's OK to be animated and talk with your hands.

DON'T play a game of charades with your interviewer. Don't bite your nails or play with your hair. Nerves aside, these habits are very distracting to anyone who is speaking to you and might deter their attention from your wonderful professional history.

DO dress professionally, but make sure it's comfortable. Wear your outfit before your interview, sit in it, make sure you are comfortable. After you take it off make sure it's clean and pressed and smells great, but not too strongly of anything in particular.

DON'T wear anything too tight, too loose, or that doesn't fit well, makes you self-conscious or uncomfortable. It is better to be a bit underdressed and be able to express yourself well than to be concentrating on your outfit or your level of comfort and not pay attention to your interviewer.

THE INTERVIEW OLYMPICS

YOU HAVE TO BE IN TOP SHAPE TO WORK AT L'ORÉAL



Rochelle Peetoom (pictured) is in her second year of BBA studies at the EU Barcelona campus, she owns her own line of hand-made jewelry and will be an intern at L'Oréal London in the summer of 2012



There comes a point in your education when it is time to put into practice all that you have learned. My moment came when I decided that L'Oréal – the beauty and cosmetics industry leader – was the perfect place for me to start my career. I never imagined that the process of applying for a Marketing internship could be so arduous. It actually turned out to be an education in itself.

Like any typical interview process, I began this one by sending my CV and cover letter to the L'Oréal HR department. On December 8, 2011, I was emailed my first official interview date in Paris for a face to face with Agathe from the HR department. As my French is not at a professional level, I was forwarded to their offices in Holland. There, I had two interviews on different dates. Each interview was more in depth than the last. Finally, I was offered a marketing position at Maybelline in Holland.

Instead of accepting, I chose to continue my

journey, you see, my true passion was to work for L'Oréal London, not least of all for the thrill of living in one of the most cosmopolitan cities in the world. I was also intrigued by London's application process; it was a lot longer, more demanding and challenging; this was exactly what I was looking for.

For L'Oréal London just as with Paris and Holland, I had to send my CV and cover letter to Human Resources. Shortly thereafter, I was invited to complete an online numerical reasoning test. When I passed, I was informed that I would have a telephone interview with a woman named Lizzie the following Tuesday morning at 8:30 a.m.

The telephone interview took about an hour, but what followed was a tedious waiting period of over a month before I was invited to their assessment center in London. This consisted of an entire day from 9 a.m. till 6 p.m. spent at their offices with nine other

candidates completing tests, participating in teamwork challenges, debates and case studies (in my case, launching new products in their Men Expert line), presentations and even more competency interviews.

After an endless day at the assessment center, my brain felt like mashed potatoes – a jumble of concepts and questions. There was however, a supreme satisfaction in having accomplished what I didn't know I could. Little did I know there was still another round.

The next day, they called me and gave me feedback and then invited me for the final interview with the general product manager of Armani Parfumes.

This time, the interview had questions like; 'Tell me about yourself? Why you? Why L'Oréal?'; I was also called upon to reflect on themes like: a time when I motivated someone; a time I had a conflict and how I had dealt with it; a time I had to present a subject I did not



agree with; a time I had a horrible boss and how I dealt with it...the list went on and on.

The last set of questions targeted specific marketing skills, knowledge of the company and sensitivity to the beauty industry. These questions required a SWOT (Strengths, Weaknesses/Limitations, Opportunities and Threats) analysis of my favorite L'Oréal product, my constructive criticism of two perfume print advertisements and the changes I would make in the company in order for them to continue redefining the beauty industry.

My advice for these kinds of interview processes is to prepare and self-reflect until you feel confident that you know yourself and your motivations and can articulate them flawlessly.

Places like L'Oréal are looking for confident candidates. They seek creative team workers with an entrepreneurial spirit and a sensitivity toward the beauty industry. They want people who can grow within the company.

I was offered a summer internship for 2012 in their marketing department. It was tough, but the feeling I have about my success is tremendously rewarding! I can hardly wait for my first day.

About L'Oréal

L'Oréal is currently the world's largest beauty and cosmetics company. Based in Paris, France, the company was founded in 1907 by a French chemist named Eugene Schueller. From its humble beginnings selling a handful of select products to Parisian hairdressers, L'Oréal now employs close to 70,000 employees worldwide and in 2010 posted profits of \$2.2 billion. In line with its previous plans to further expand in Asia, L'Oréal recently spent \$50 million on the construction of its largest manufacturing plant to date, located in Cikarang, Indonesia.

For more info visit www.roch-elle.com

SELLING YOURSELF TIPS AND TRICKS

With graduation nearby, European University Switzerland students recently interacted with networking gurus Barbara Boldt, Helen Fatkulbayanova and Carey Kyer from the Organization of Women in International Trade (OWIT). Students received tips and tricks on how to create an eye-catching CV, interview etiquette and how to network in a competitive job market.

So what does OWIT suggest?

When designing your CV

Keep it short and sweet. Try to avoid paragraphs and text heavy CVs. Bullet points easily draw employers' attention to your qualifications without overloading them.

When writing your cover letter

Be concise and creative. Avoid restating what employers will find in your CV. The cover letter is generally the first thing an employer reviews. It should be intriguing enough to make them check out the CV – a preview of what you have to offer.

After the interview

Always say thank you. A thank you note after each and every step in the interview process helps you stand out among other job candidates. While emails get the job done, hand written notes add that extra touch.

Making connections

Have your elevator pitch ready. You never know when you may strike up a meaningful connection. The OWIT women suggested memorizing your 60-second speech to be prepared for anything.

Ready to tackle the job market? Check out EU's job placement services for a list of popular employment agencies around the globe.

THE PHILOSOPHY BEHIND INDUSTRIAL VISITS

Industrial visits have long been a staple of all Bachelor's and MBA programs. We believe in giving the students a bird's-eye view of the reality of business and brands while giving 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 later look on EU students favorably when they seek internship or career opportunities.



CHECKING IN AT THE HOTEL W

Few hotels are better examples of modern and personalized comfort than the W, and last March second- and third-year students from European University's BA in Leisure & Tourism Management got to witness how the W continues to set the precedent in boutique hotels.

Students were introduced to the concept behind the hotel's strategy, image development and details on future endeavors. The visit included a Q&A session with the Deputy Director of the hotel, where students received valuable insight on topics relating to the tourism and leisure world.



Scan this QR Code to see this video at EU Today TV from your mobile device.

A SWEET VISIT TO NESTLÉ

First-year Bachelor's students from EU Montreux visited the Nestlé Headquarters in Vevey, Switzerland.

Mrs. Javiera Charad explained how Nestlé has included sustainable development into its corporate values. The students then had a Q&A session with Mr. Pascal Gréverath, Assistant to Nestlé's Vice-President on Environmental Sustainability. Students found the presentation interesting and informative and thanked the Nestlé's Management for their time and hospitality.

The Nestlé trip was especially timely for European University as a number of its Bachelor's and MBA programs focus on sustainability, green energy and ethics.





TOASTING FREIXENET

Cava has been the sparkling wine of choice in Catalonia for hundreds of years. EU Barcelona students experienced the history of Catalanian “bubbly” on their visit to the Freixenet headquarters and cellar. Accompanied by faculty, students received a guided tour of the cava cellars as well as an informative look at how sparkling wine is

made. Afterwards, students were invited to participate in a tasting of Freixenet’s varied selection of cavas.

Freixenet has been synonymous with quality cava in Catalonia for over a hundred years since two famous wine-making families united in planting and processing white grape varieties of the Catalanian region. In recent years, Freixenet has become well known for choosing internationally recognized names for their marketing campaigns including Antonio Banderas, Demi Moore and Shakira.



Scan this QR Code to see this and other photos from your mobile device.

TIMELY VISITS TO OMEGA & WENGER

On Friday February 3, 2012, first-year Bachelor’s students from EU Montreux visited two of Switzerland’s most prestigious companies: Omega and Wenger.

The trip started with a visit to the Omega Museum in Bienne, Switzerland. The Omega Company, now owned by Swatch Group, has a rich history and long-standing tradition of craftsmanship as Omega watches are widely considered more like a cutting-edge tool than just a luxury product. Keeping with the theme of sharp brands...

The students were led on a tour of Wenger, a manufacturer of Swiss army knives based in Delemont, Switzerland. This company was first known for its Swiss army knives, yet its brand has developed into the second-largest cutlery manufacturer in Switzerland. The students had the privilege of observing how these staples of Swiss culture are made.

REGAL RELATIONS AT PEDRALBES

A group of European University's *Case in International Relations* students, accompanied by Professor Marc Guerrero, visited the Palau de Pedralbes in Barcelona on February 20, 2012. This stunning building is the home of the Secretariat of the Union of the Mediterranean. Students enjoyed a tour of the building and later an engaging presentation given by Mr. Roger Albinyol, Coordinator of the institution. The Palau de Pedralbes is the former residence of the Spanish royal family. Famed for its picturesque gardens and Noucentisme architecture, it became a museum in 1932.



BORSA DE BARCELONA

On Thursday, March 1, 2012, students put on their professional attire and ventured to Barcelona's financial center, its stock exchange, the *Borsa de Barcelona* in Catalan. Students got a firsthand look at the chaos and excitement of the stock market along with a guided tour of the facility.

The Borsa de Barcelona was founded in 1915 and now trades 562 registered companies. The exchange offers three working platforms: variable income, private fixed income and public debt and is currently managed by the Sociedad Rectora de la Bolsa de Valores de Barcelona S.A.



INSIDE THE CDC

In February 2012, EU Barcelona International Relations students were accompanied by Professor Marc Guerrero for a visit to the CDC headquarters where they had a chance to witness the inner workings behind Catalonia's leading political party first hand. The students were engaged in a discussion by the head of the International Relations Department of the CDC, Marc Gafarot, who explained the aims, platforms and strategies of the party to them. The visit provided valuable insight into the political process and popular belief system here in Catalonia.



MAKING MUSIC AT REUGE

Students from both EU Switzerland campuses recently visited world famous mechanical music and luxury goods manufacturer, Reuge. The company, located in neighboring Saint-Croix, is renowned for its hybrid philosophy of placing 'timeless

traditional craftwork' with 'futuristic new technologies' for over 150 years.

The tour featured a behind-the-scenes look at the Centre International de la Mécanique d'Art (CIMA) where students spoke with the Director of Reuge SA, Mr. Kurt Kupper. The tour explored how the company has revolutionized the music manufacturing industry and gave students a practical example of how to keep a company innovative.



SCORING GOALS AT UEFA

Students from the European University Geneva and Montreux campuses recently had the rare opportunity to tour the Union des Associations Européennes de Football (UEFA) headquarters in Nyon, Switzerland. Selected as one of only eight universities to tour the organization's headquarters this year; the tour was truly an exclusive opportunity.

Over 20 students took part in the tour which began with an introduction and presentation from the UEFA General Secretary, Mr. Gianni Infantino, in the organization's boardroom. Following the General Secretary's welcome, the group heard from three other UEFA executives including Mr. Patrick Blatter, Senior Business Affairs Manager; Mr. Thomas Junod, Education and Universities Manager; and Mr. Patrick Gasser, Senior Football and Social Responsibility Manager. Each presentation offered unique insight into the organization and gave EU students the opportunity to take learning outside the classroom.

Mr. Blatter took students on a behind-the-scenes tour into the UEFA EURO 2016™, an event which will be the largest of its kind. The international affair, which will take place in France, is a huge promotional platform for both the host country and host cities. Mr. Blatter also provided insight into planning logistics and security for such a large scale event as well as the importance of long term planning. UEFA already has a group of 10 global sponsors and is currently working to collaborate with six national sponsors. They will begin launching promotional material as early as May 2013; three years in advance!

Students also saw what goes into managing such a big organization. Mr. Junod, offered a glimpse into the role of UEFA as a governing body for international football and the organization's history and structure. In 2011, UEFA had 53 member associations representing a total of 235,000 European clubs, 23 million players and 316,000 referees. Of all the football games organized in 2011, over 1,800 were organized directly through UEFA.

Following Mr. Junod's presentation on the structure of UEFA, Mr. Gasser, brought the organization's dedication to social responsibility to life. UEFA has been an ongoing advocate in the fight against racism and continues to develop initiatives to counteract the obesity epidemic. Mr. Junod discussed recent campaigns which included "Eat for Goals," "Respect," and "Unite Against Racism," showing students how social responsibility can help build brand reputation on an international level.

In addition to presentations from key leaders within the organization, students also received a tour of the headquarters.

UEFA was founded in Basel, Switzerland in 1954, bringing together a small group of key football administrators at the time. Since its creation, the organization has expanded to a staff of over 340 people representing 29 different nationalities, all housed in UEFA'S HQ in Nyon, Switzerland.

For more info visit: www.uefa.com



BEHIND THE WHEEL AT BMW

For a car lover, the tour of the BMW plant and museum is the most anticipated of any industrial visit. This year did not disappoint, as students and professors received a private guided tour of the plant's production belt as well as a lecture on the company's business and marketing model. One of the major highlights of the visit featured a sneak peek at some of the luxury car manufacturer's newest models and a glimpse at the past versions of the BMW, dating back over the 95- year history of the brand, since the company's foundation in 1917.



A HISTORY OF BARCELONA

On March 25, 2012, students studying in the European University's hospitality program accompanied Professor Vanessa Muller to the Museu de la Ciutat, the leading history museum of Barcelona. The students had a chance to absorb the history of the city dating back to its founding and trace Barcelona's roots as a leading economic center of the Mediterranean. Students especially enjoyed visiting the Roman ruins under the museum which are known to be among the most well-preserved in Europe and retain most of their original characteristics.

HOW BARCELONA GOT ITS NAME

Barcino as it was first called, was first settled by the Carthaginians. A shaky rule followed as the Roman Empire repeatedly tried to capture the region, finally succeeding in 20 B.C. The Romans would remain rulers of Barcelona for 500 years during which it was exploited as a major textile and food producer.

The decline of the Roman Empire gave way to a series of invaders and the city eventually passed into the hands of the Visigoths, who changed the name to the present Barcelona.

WELCOME TO BASELWORLD

Each spring, for a period of eight days, 1,800 of the most renowned companies from the watch, jewelry, precious-stone and related industries, showcase their latest developments and innovations in Basel, Switzerland.

Blancpain Vice President Alain Delamuraz and Yannick Baraud welcomed students to the Blancpain stand with white wine, decadent Michelin rated hors d'oeuvres and the chance to see many concept pieces that will enter the market in a few months time.

Blancpain is a Swiss luxury watch manufacturer, founded in 1735 by Jehan-Jacques Blancpain. It is now owned by the Swatch Group. Students were also warmly received by CEO Peter Hug of the Swiss Army Knife manufacturer, Wenger (pictured).





LONDON MEETS THE MIDDLE-EAST

A meal at the restaurant Levant turned out to be an unforgettable night for the students from the European University London Campus. The evening was packed with entertainment – good food and music, belly dancers, mixture of students and teachers sitting at the dinner table; the night was buzzing! New exchange students mingled with current students over hummus and pita bread, while others enjoyed their conversations over a glass of wine. With belly dancers and an abundance of food at the dinner table, it's no wonder people didn't want to leave that night.



CENTER STAGE AT THE GLOBE THEATRE

On February 16, 2012, students from the EU London campus visited the Globe Theatre. The theater is situated on the south bank of the River Thames and opened in 1997 approximately 750 feet (230 meters) from the site of the original theatre.

The group arrived and was met by a representative from the theatre, the visit started with a walk through during which the group could actually see parts of the original site and they were given an introductory lecture on the history behind the theatre. The original Globe was built in September 1599. Its first staging was Shakespeare's Julius Caesar.

On June 29, 1613 the Globe Theatre went up in flames during a performance of Henry the Eighth. A theatrical cannon misfired, igniting the wooden beams and thatching. According to one of the few surviving documents of the event, no one was hurt except a man whose burning trousers were put out with a bottle of ale. The theatre was rebuilt the following year.

Like other theatres in London, the Globe was closed down by the Puritans in 1642. It was demolished in 1644; probably to make room for new tenements.



LONDON STUDENTS GET A TASTE OF DENBIES WINE

Students from the European University London campus, accompanied by two faculty members visited Denbies Wine Estate in Dorking, Surrey. Denbies is one of the largest wine estates in Europe and the largest vineyard in UK, responsible for 10% of planting in the UK. The estate is strategically situated on the valley between two hills in Surrey.

A group made up of 20 students enjoyed a guided tour of the 265-acre Denbies Wine Estate, including a trip on the 'vineyard train', enjoying a tasting of some of the vineyard's award-winning sparkling and table wines, plus a comprehensive briefing on the operation of the estate. The vineyard is located on the North Downs to the south of London which are famous for their chalky soil and have a climate which is similar to that of the Champagne area of France.

"It was a fascinating insight into all aspects of the wine making process," said Chris Mason, Lecturer at the EU London Campus. "We were able to sample some of the estate's top wines and were really impressed by their quality. All in all it was a highly enjoyable and memorable day for everyone."

STUDENTS VISIT THE MESSE MÜNCHEN INTERNATIONAL 2012



More than 31,000 exhibitors from over 100 countries and 1.7 million visitors from over 200 countries participate in fairs and exhibitions each year - and that's just in Munich.

Since fairs play an important role in company communications, Dr. Andrea Haug took the BBA students from her *Event & Conference Management* course to the Messe München International (MMI), one of the world's leading organizers of trade fairs. MMI organizes some 40 trade fairs for capital goods, consumer goods and new technologies in Asia, Russia, the Middle East and South America.

Attending a fair called "f.r.e.e." helped the class understand distinct trade-show types and how countries represent themselves and reinforce their international image. The trade show, dedicated to the leisure and travel industry, is open to the public and combines the self-presentation of companies and countries.

IDEAS BREW AT ESTRELLA DAMM



Barcelona students went on an industrial visit to the Estrella Damm factory in El Prat de Llobregat where they had the opportunity to experience the process of brewing Estrella beer. The visit began with a short history of the company, followed by an in-depth tour of the factory.

The use of solar energy to power the factory was explained, as well as the brewing process, bottling and packaging, which all displayed the advanced technological systems used at Estrella. At the end of the tour, students were offered the Estrella Damm beer of their choice.

Estrella Damm is a local Catalanian pilsner which distributes their product internationally. It has been brewed in Barcelona since 1876 and is the flagship beer of S.A. Damm, a prominent Barcelona brewery. "Estrella" means "Star" in both Catalan and Spanish.

TRIDEL CLEANS UP GREEN



What can you do with 160,000 tons of household waste? Generate electricity? Heat? This is exactly what Tridel does as the waste management system used by the Canton of Vaud. The energy used to incinerate the city's waste has nearly a 50% recovery rate and can produce heat and light for 18,000 people.

EU Switzerland students recently toured the Tridel facility and had the opportunity to speak with several staff members about the company's operations and what it takes to run a sustainable waste management facility.

Did you know that EU is working to incorporate sustainability into its curriculum? In 2013 the university will begin offering a sustainability degree for MBA and bachelor's students.

SWEET SUCCESS

EU MBA alumnus Ignacio Guasch, returns to share his success story

Few EU alumni follow such a tasty trajectory as that of MBA Graduate, Ignacio Guasch. His company, Petit Plaisir is a manufacturer and retailer of delectable gourmet chocolates. It was recently profiled in the Business section of *La Vanguardia*, one of the leading newspapers in Spain, as a comeback company. The small chain is back from a slip in sales in 2010; the year the economic crisis first impacted Spain. Implementing clever strategies is what's kept this company thriving even in this current economic climate.

Petit Plaisir was founded in 1990 as a small chocolate boutique near the Turó Park, an upscale neighborhood of Barcelona. Over the years, the company has expanded and now includes three boutiques in Barcelona, two in Madrid and one in Santander. It has established an alliance and partnership strategy that is slightly different from a regular franchise. The strategy of the company



has been to associate with brands from other sectors, especially the ones that reinforce the “gift concept”: in fact, 80% of the Petit Plaisir turnover comes from people buying gifts.

Two years ago, Guasch launched a special chocolate package sold together with a Paco & Lola wine bottle. After that, the gift package included a shopping bag from the Italian firm Camomilla; then, an Easter chocolate egg with a Paul Frank kid's item of clothing and now, sweets with a

handkerchief by Nice Things. They will be following this strategy with bridal designs for chocolate boxes and are currently expanding into selling their own brand of gourmet ice cream for this summer.

Diversification and high-end products have been the key to Petit Plaisir's success and the company is a prime example of how thinking outside the chocolate box paired with a sound managerial business education can lead to some truly sweet success.

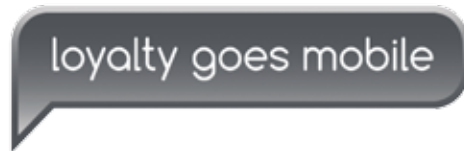
DBA ALUMNUS PUBLISHED



DBA alumnus Nektarios Smirnis, Business Commercial Director at Chemicals Industry together with Theodoros Androutopoulos, Director of Business Services at Hellenic Bank, have cowritten a new book entitled “Strategic Management: Applications of Strategic Models in a Period of Economic Crisis”. This volume is a one-of-a-kind textbook presenting case studies about strategic business management that combines theory and practice. The book better acquaints readers with theoretical strategic models and their implementation. The practical approach that the authors have used has proven to be extremely useful, so much so that the book has become recommended reading at several universities across Greece.

Mr. Smirnis and Mr. Androutopoulos's book has been released at a timely point in Greek history. The recent austerity measures and debt crisis have triggered a public outcry for business management reform and accountability.

Mr. Smirnis received a doctorate in International Business from the European University Geneva in 2011.



NOKADI, THE SMARTPHONE APP THAT LIGHTENS YOUR WALLET

We all hate it when our wallets are stuffed with more cards than we can carry, when they no longer fit in our pockets, when we have to clean them out all the time just to make things fit. To add to the already-long list of what smart phones can do for you, we present NoKadi®; the solution to your loyalty-card congestion problems.

NoKadi is an application for your smart phone that will enable the user to digitize their loyalty membership cards and add to the benefits of having them. Coming out on iPhone and Android in September 2012, the applications will also enable users to receive offers from their loyalty programs directly to their smartphones, set reminders and save events to their calendars. The best feature is that it is all free of charge.

One of the main players in this intriguing venture is Viktor Göhlin, a

European University Communication & Public Relations graduate from 2005. Now 30, Göhlin still lives in Barcelona and is working with his partner Ioanna Vasilatou to launch the app later this year.

The software promises to help retailers get more out of their loyalty programs by allowing them to: “reach consumers with segmented offers instantly or at a selected time, using location-based technology; send unlimited push notifications in real or deferred time to specific consumer segments; empower the business’s social media marketing campaigns; gain access to important statistics and reports updated in real time and receive valuable consumer opinions through surveys.”

A survey conducted at European University last year, gave NoKadi positive answers from a combination of EU staff, students and alumni.

NEW FLIGHT PATH



A former EU student, Bart Brackx has enjoyed a long career as the Managing Director of Western Europe for TUI Travel PLC, one of Belgium's most successful leisure travel companies operating in over 180 countries with over 30 million clients worldwide. The decision to step down as CEO comes from Brackx's admitted need to start the second act of his life after devoting so many years to the daunting responsibilities of running an international corporation. EU wishes Mr. Brackx luck and success in all his future endeavors as well as some much needed rest and relaxation.

DECADENT DIVIDENDS



European University alumnus Ann Seutin, owner of Del Rey, one of Belgium's leading chocolatiers has found herself in the delectable position of expanding her brand to new global markets. Ms. Seutin has recently opened new shops in China, Ukraine and Japan (where she has three), in addition to exporting her products to retailers all over the world. Working alongside Ms. Seutin is her husband Bernhard Proot, the designer and chocolate maker behind Del Rey's scrumptious line of pralines, tarts and cakes.



ALUMNUS TEACHES NEW PROGRAMMING

By now, most good business people have realized that great leadership and great communication go hand in hand. Especially in today's hectic, overly-communicated world, having the ability to get your message across is the key to having any kind of success.

European University Barcelona was delighted to welcome back alumna Professor Daniela Ilieva-Koleva who gave a group of third year BBA students a seminar on Neuro-linguistic Programming (NLP). The "NLP For Better Communication" seminar covered principal elements of NLP, focusing on personality types and the power of body language in business.

We spoke to Professor Ilieva-Koleva during her visit to Barcelona about her academic history and how she arrived at this point in her career.

"Upon arriving at the third year of my degree with the school of International Tourism and Management (ITM) in Vienna, I had the opportunity to complete my final year at European University Barcelona. On receiving some valuable advice from President Dirk Craen, I decided to take the BBA route for my final year, meaning that I graduated with

two degrees; one in Tourism Management from ITM and a BBA from European University.

"After finishing my Bachelor's degree in Barcelona, I attained my Master in Marketing from University of National and World Economy (UNWE) in Sofia, and then worked for four years in the hospitality industry, subsequently deciding on a career change to teaching. For the past four years I have been a lecturer at UNWE and at the University of Sheffield (International Faculty in Sofia). I teach Organizational Behavior, Management, Communication, Business Communication, Social Responsibility and Ethics."

Created in the 1970s, Neuro-linguistic programming (NLP) is one approach to communication, personal development and psychotherapy. The theory refers to a connection between the neurological processes, language and behavioral patterns learned through experience ("programming") and can be organized to achieve specific goals in life. NLP founders Richard Bandler and John Grinder, say that NLP can address problems such as phobias, depression, habit disorder, psychosomatic illnesses and learning disorders.

GREEN MEANS GO!



Jean Paul Libert likes to drive. He has race-driven the Ferrari 512 LM, McLaren F1 GT, Porsche GT and prototype Lamborghini Diablo GTR to name a few. He has competed in Le Mans 11 times, placed in the top-three, five times and has successfully participated in many rallies.

But for Libert, driving was not enough. Libert went on to earn both his undergraduate business degree and a Master's in Business Administration at European University. His entrepreneurial spirit then took him to the next

level and led him to start World Class Driving in the US and the Go Green Auto Rally (GGAR).

The rally series covers the 100-mile drive between Long Beach and Malibu and is a competition which educates people on dramatically reducing their carbon emissions and saving money at the pump by employing Go Green Auto Rally techniques.

Los Angeles is the most car-populated U.S. region. It is a place where GGAR can make a difference educating people about how to reduce their carbon emissions and costs while also showing them green speed," says Libert. "Our goal with the Go Green Auto Rally is to show the 240 million United States motorists on the road right now how they can make a positive difference environmentally no matter what kind of car they drive."

Participants pit themselves against each other in a friendly competition to see who the best eco-driver is. Each car is fitted with an EcoGyzer monitor which rates how drivers perform. With the EcoGyzer's diagnostic system carefully monitoring each participant, drivers put what they learned from GGAR driving instructors to the test for a variety of prizes.

The Go Green Auto Rally is a series of events designed to help drivers learn how to become more eco-conscious; no matter what car they are driving. The inaugural GGAR event was held in Long Beach in 2011 and hopes to become an annual event.

BECARIDAD

Roxana Flores is an EU Munich alumnus with a crafty plan

Last year, my partner Gregor and I spent the winter holidays with my family in Mexico. I felt it was important to show my country to him in a way where he could understand my roots and background. We traveled around Mexico for three weeks and in the desert highlands of each city explored a rich culture built around centuries of silver mining, regional pottery craft and hand-painted ceramics.

Our interest in looking at that immense variety of craftsmanship inspired us to create a partnership with the goal of increasing awareness of Mexican culture worldwide. We realized that best way we could honor the heritage of the indigenous craftsmanship and the artisans who preserve it was to create a project that would appeal to a young demographic. Our goal was to make them aware of how important and



essential it is to give something back to those maintaining their native heritage.

We launched the “BeCaridad” project in order to combine what we learned in our business universities with the social responsibility by donating part of the profits to a social cause in Mexico. We also decided to inaugurate our project with colorful

Mexican handmade rosaries as the primary selling product, with the idea of increasing craft varieties on our website as a future step.

We traveled to Mexico City and went to one of the most famous, multi-faceted markets that offer more handcrafted Mexican treasures, “Mercado de Coyoacán”, where we bought the Rosaries in two formats: necklaces and bracelets.

Gregor worked on our website while I got in contact with different charitable associations in Mexico. BeCaridad donates 20% of all its profits to “Las Manos del Mundo” (Hands of the World) formed by the National Union of Artisan Producers of Mexico, it is the institution behind the Organizing Committee of the International Fair of Crafts in Mexico held annually in Mexico City. Las Manos del Mundo has been supported and promoted by the Ministries of Foreign Affairs, Finance and Tourism; ProMéxico, the National Fund for the Promotion of crafts (Fonart) and the National Chamber of Commerce and Tourism of Mexico City (Canaco).



JOSEPHINE LINDAHL EMBODIES FAIR TRADE

By the time European University had the pleasure of welcoming Josephine Lindahl to its MBA program, she had already proven herself to be a successful businesswoman. For 10 years prior to her arrival, Ms. Lindahl had been one of the only women in the male-dominated cocoa auditing and inspection industry.

Yet despite her success before coming to study at European University, Ms. Lindahl began to recognize that she was missing the tools to go head to head with competitors and their unlawful practices. Around this time, Ms. Lindahl would often pass the EU Barcelona campus. As she has said, “Every day I would drive past European University on my way to work and I would feel it calling to me.”

Starting her MBA at EU Barcelona was a welcome change from Lindahl’s daily frustrations as the owner of Eyelander, a successful cocoa auditing and inspection company with extensive dealings in the Ivory Coast and clients such as Starbucks. Ms. Lindahl has said: “After many years working under a dictatorship in the Ivory Coast without suppliers following any law, coming to European University was therapeutic. I was

looking for answers and so when I started the MBA I was full of energy. My classes in Strategic Management were exactly what I needed. It was great to learn how to fight for ethical business practices. I gained a lot of confidence and I would recommend that anyone who has been working years take the time to go back to school and learn how to take orders instead of giving them. It was wonderful to be on the other side.”

In addition to being the owner and managing director of Eyelander, which prides itself on ensuring honorable farming and shipping practices in the cocoa supply industry, Ms. Lindahl has gone a step further and created the Eyelander Foundation. A charitable organization which provides food and care to women and child laborers who have been enslaved on cocoa farms.

European University commends Josephine Lindahl for her dual roles as businesswoman and activist and is extremely proud to count her among its most distinguished graduates. Her sense of social responsibility combined with her business savvy makes her a role model for all future graduates of European University.

THE CHANGING WORLD OF SPORTS MARKETING

Laura Schmidt graduated from EU with a BA in Sports Management, is now the Global Project Manager in the Media Evaluation Department for Sport Markt in Cologne, Germany

EU: What are some of the factors that influence the growth and development of the sport industry?

LS: New means of communication now influence our whole lives. The same thing is happening to sports. This not only produces opportunities for all players, but also creates a more complex and competitive environment with new challenges.

In media, big global sports dominate prime air times on TV or are featured in the Top 10 print and online media. New communication platforms have become crucial alternatives for smaller brands and sports. But having more alternatives does not necessarily make the decision process much easier because most people in the industry now face more options with less money to execute marketing strategies.

Human needs will continue to further influence the sports industry in the future. Lately, people have become much more health conscious and like to spend free time as passive or active sports consumers. Sports are a part of the entertainment sector and will always be influenced by the development of entertainment. Nowadays, sponsorship is one of the dominant marketing strategies for emotional brand communicating. This has not happened by chance, but because sports have generally opened up to a larger population and each sport reaches a more diverse fan group. These target groups are vital components of the marketing plan.

The constant drive to improve performance will also continue to push sports. Technology has already started to influence human performance (i.e. swimming suits, motorsport technology and technical support for football referees are constantly in discussion) and this will grow in the coming years.

EU: What trends are you seeing today in corporate marketing when it comes to professional sports?

Exclusivity among sponsors is changing. Before, properties (sport platforms) had issues finding sponsors at all. Now that more brands realize the benefits of sponsoring and investing, partnerships have become more diverse and sponsors are competing for the same



spot. I cannot yet say whether there will be a return to overall exclusivity or harmonized sponsorship planning with exclusivity options will be loosened even more.

The number of brands and exposure time will not alter much as there is not much room for new advertising locations in a football match. Instead, the connection between brand and sponsor through sponsorship activation will grow in importance. Those being innovative and creative about that will be the brands most present in the market and the properties that encourage and give the brands rights to develop more creative strategies in this field will be the most targeted.

In order to maximize sponsorship activation in the future, most brands might lean toward combining sponsorships with “above the line” media advertisement. We should keep an eye on how this progresses. Financial support sources in sports are shifting from public institutions to private funding, which opens the box.

EU: How does brand exposure and deployment of social media, in general, fare when it comes to dollar value compared to traditional outlets, such as broadcast, print etc.?

The evaluation of social media is still in early development. Its importance is continuously growing, but the methodologies on how to assess the value of presence in social media is still evolving. Platforms with little air time on big TV stations have nonetheless been able to increase their value thanks to the new online media over the past few years.

EU: What changes in corporate/brand marketing have you seen because of the recession?

The recession has caused sponsors to pull out of certain agreements or to lower their budgets. As a result, each brand is trying to become more professional and maximize the efficiency of every dollar spent. The need for evaluation of the ROI has increased and professionalized the industry. Previously, many sponsorship agreements were made thanks to the personal preferences of decision leaders. Today, a sponsorship deal is assessed based on facts. In addition, the topic of financial fair play has risen to a different level and the whole sporting community is concerned about the health of the sports industry.

MARRIOTT'S MICHEL MISEREZ

Michel Miserez works at Marriott. For a man who has “Vice President” in his title, he is incredibly down to earth and approachable. He exudes the confidence, calm and security that only someone who has been in the same company for 22 years and holds a wide range of knowledge can



sales executive job with Westin Hotels; another growing U.S. hotel chain.

I was ready to go but my gut was telling me that the Marriott culture was the right fit for me and that there were going to be many more opportunities if I was patient. Then, just three days before I was to leave, I accepted my first management job with Marriott.

From there I worked in accounting and operations. A year and half later, I started moving from place to place: first to the Amsterdam Marriott where I became Assistant Financial Controller; then to Budapest where I had to fix problems and train local people; from there I moved back to Paris as the opening Director of Finance of our hotel on the Champs-Elysees; shortly afterward I opened a hotel and time share resort in Spain and then moved on to a bigger role in Asia as Area Director of Finance, South-East Asia, based in Hong Kong. I had operations finance area responsibility for 29 managed/franchised hotels located in Japan, South Korea, Thailand, Singapore, Indonesia, India, Pakistan and Malaysia, with combined annual sales of close to \$500M.

I finally returned to Europe in 2006 where I became VP Finance for then Continental Europe in Frankfurt. In May of this year, I left the finance department for market operations as Area Vice President for Western Europe.

EU: Were you always interested in the hospitality side of the business world? (if not) What made you go onto this path?

MM: I had an internship at the Ramada Renaissance Hotels' international sales office in Paris; around the time I was doing my MBA. While there, I developed a real interest in the

hotel business. The hotel world is international, diverse and multi-cultural by design, and that appealed to me. I knew I wanted to go places in world. What is really interesting is that Marriott acquired the Ramada Renaissance company in 1997. Renaissance has become one of our key lifestyle brands now.

EU: What are some of the things that are the same across all companies, irrelevant of the sector?

MM: You know, I think in the end it's all about being focused on what you do, it's being passionate, having people skills and a high degree of integrity. You need to be a good communicator in any company, and obviously have a good business head on your shoulders! I think those are key skills for any leadership role. I also believe that you need to choose a company whose business and culture allow you to be yourself.

EU: What was your favorite class at EU?

MM: I loved marketing, I thought it was sexier and had more to do with people. Accounting was actually fun and well explained at EU. I was intrigued by financial valuations although I found it hard to motivate myself for it as I didn't think it would have anything to do with my career path. The lesson is: never say never.

EU: How has finance has changed since you entered the market?

MM: I think every CFO today has to be a business partner to the CEO. He/she needs to set, develop and think strategically to drive and navigate the company through adversity, the very fast changing business world (in the internet era) and increased sophistication. These things have been making the finance world less transparent and have led to creative financing. In addition, there is an unprecedented focus on compliance: from accounting regulations to data privacy protection and from anti-bribery to labor regulations. Like in many other disciplines, managing the abundance of information while focusing on other priorities is a whole other challenge.

EU: Can you tell us some of the principles that you learned while you studied at EU that you have often remembered in your professional career?

MM: This may sound like a big cliché but I think EU had a clear vision at the time. It was avant-garde for Belgium and France, with an American approach to education, through presentations, focus on practice, people, case-studies, supporting the individual in a positive way and giving them a level of freedom. Not many institutions would have used this approach

We sat down with Mr. Miserez, an MBA from EU in Paris, at Marriott's new Renaissance hotel in the Center of Barcelona where we were able to pick his brain about his career, the financial state of the world and what he gained from his time at EU.

EU: Tell me a little bit about how your career has developed from your graduation day at EU.

MM: After I completed my MBA in 1988, I started working with Marriott International in Paris in a pretty junior position. As I had no hospitality training and wanted to be good at it, I decided to learn the hotel business from the ground up.

I had heard and read about Marriott at that time in marketing lessons, in Philip Kotler's marketing text books, and originally wanted a sales position with them but when I applied, it was the middle of the Gulf War, the hotels experienced declines in business [due to travel warnings] and there were no sales job available. I remember it like it was yesterday, they told me: 'you don't have a hotel degree and don't have much experience so why don't you get dirty and start in night audit?' I didn't really know so I did. After nine months, I turned in my resignation to Marriott as I had landed a

and there was quite a lot of opposition from traditional institutions to this style of teaching.

EU: Can you briefly explain the Marriott business model to us?

MM: Marriott is mainly a brand management hotel company. Our vision is to be the number one lodging company in the world, by driving market premium, high returns for hotel owners and franchisees, through financial flexibility (asset light and capital recycling approach) we drive increased distribution which in turn develops stronger brand equity and again a strong market premium.

EU: How does Marriott compete with hotels that offer similar services?

MM: We have the best people in the industry. The Marriott culture of putting people first is the key to the company's success. In April the company's third CEO in its 85 year history, Arne Sorenson, took over from JW Marriott Jr., son of the founder. From its very first day in business, JW Marriott Sr. established a fundamental value that is still at the forefront "Take care of associates and they will take care of the customers" [at Marriott, employees are called associates]. Thereafter it's about having the best brand, meeting your brand promise, delivering a strong guest experience throughout the hotels we manage and franchise. We have the best sales distribution systems and loyalty program in the industry.

EU: What is your favorite part about working for a large multi-national corporation?

MM: I think that if you are prepared to move around in the world the opportunities are endless and diverse in nature. At Marriott, going places provides for endless opportunities for our associates (that's what Marriott calls its employees) and people make a career, a life out of working at Marriott in a very dynamic, growth focused industry leader.

EU: Are you a financial optimist?

MM: As a good financial leader you need to be optimistic, in front, searching the future for opportunities others don't see. As a finance guy it goes without saying you must remain a realist in the board room when making investment, planning and business decisions.

EU: Where do you think the "world economic crisis" is headed?

MM: I believe overall global growth is still above 3% so I am not sure the word "crisis" is that appropriate for the world economy. Closer to home it is different. Europe is out of its financial breath, the banks need to recover further and political leaders have a huge responsibility to prepare better fundamentals for the coming generations. We are in to slow to moderate growth for a choppy long recovery in Europe after too many years of unprecedented wealth accumulation.

EU: How has Marriott prepared for and worked through the hardships of this financial time?

MM: Marriott has done very well as we are an asset light global growth company; asset light means virtually no ownership of hotels so low levels of debt. Our growth is in management and franchise-fee streams. During the good times, a company must prepare to face the bad times. No tower grows through the sky; everything is a cycle. Be prepared to for the opportune moments in the cycle.

EU: What global market do you think is working best within the crisis?

MM: The BRICS have done well thanks to domestic growth and reserves the countries had built up. Besides a few other things, they have in fact to some extent helped certain countries absorb the shock of the recent financial turmoil.

EU: What one vital thing would you advise students who want to go into the finance sector?

MM: Get as much practical experience as early as possible within actual companies, in any area of accounting & finance and working with the basics. Then be the best in what you do, be flexible, don't rush. This is difficult with the "Generation Ys" of the world [He smiles]. Get a good foundation, be mobile, learn other languages, take the opportunity to go places and explore different and diverse cultures.



ALUMNUS FLYING HIGH AT VUELING



EU Today recently had the pleasure of catching up with one of its high-flying MBA graduates, Matteo Nebiolo, currently hard at work in the marketing department at Vueling Airlines. We asked him all about how his time at EU and the trajectory that led his career to take-off.

EU: Tell us about how your career has developed.

MN: I've always liked travelling and experiencing new cultures. Therefore I chose European University for my BA and MBA. In doing so, I thought I would gain that touch of worldly knowledge I was looking for. I then started an internship at Vueling while still attending the last semester of my MBA in International Marketing at EU Barcelona. Being passionate and dedicated to my work allowed me to grow within the company. I am now successfully coordinating marketing activities in several countries across Europe.

EU: Could you describe the marketing styles/ techniques of an airline such as Vueling?

MN: At Vueling we pride ourselves on doing things differently. The Vueling communication style is simple, honest and straightforward. Our clients are at the center of our strategic planning. It is very important for us to shape products

and services around the needs of our clients. Most of our marketing activities had become milestones in the aviation industry. Among these, for example, is the event where the popular David Guetta played his DJ set on board of a Vueling plane flying from Paris to Ibiza dressed specifically for the occasion.

EU: How has having an MBA in International Marketing helped you in your career?

MN: My MBA helped me understand the overall structure and general orientation of companies, and not only from a marketing standpoint. Classes like accounting, finance and organizational behavior also helped me better understand the dynamics of a big company such as Vueling. However the most important lessons for me have been in leadership and team building. It is important to be aware of the fact that at work we are interacting with people and not employees.

EU: What was your favorite class at EU?

MN: All of them have been extremely important for me in order to better address most of the problems I face at work on a regular basis. Finance and accounting gave me a competitive advantage that makes me stand apart from most of my colleagues.

EU: How do you think marketing in the airline industry has evolved since pioneers like Pan Am?

MN: The airline industry has become extremely competitive and complex in recent times. Up until a few years ago, the business airline model was based on a limited number of centralized hubs, with high costs and low load factors. Nowadays, the airline industry offers better services at accessible prices with an ever-growing number of destinations and direct flights to pretty much everywhere in the world.

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Classes like accounting, finance and organizational behavior helped me better understand the dynamics of a big company such as Vueling.

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EU: Can you tell us some of the principles that you learned while you studied at EU that you have thought of often in your professional career?

MN: My favorite and most followed principle in an international environment is “Think global, act local”.

EU: Can you explain the Vueling business model?

MN: Vueling is the result of an innovative vision: to be the first European New-Generation airline. We have a business model which is a





mix of the typical low-cost airline (mono-aircraft fleet, operation through bases, high aircraft utilization, strong internet presence and competitive costs and a more traditional flag carriers (high frequencies, additional services, price flexibility, main airports, loyalty programs, connecting flights and travel agency sales).

EU: *How does Vueling do vs. other low-cost airlines?*

MN: When Vueling was born in 2004, its business model was quite innovative and gave it a huge competitive advantage which made the brand as successful as it is today. We are able to provide services for a very wide-range of needs from business travelers to low-cost seasonal travelers.

EU: *You have worked in the Unites States, Italy and Spain. How important do you think international exposure is for today's business world?*

MN: Hahahah; you did some research!!! I would say that in 2012 having an international mindset is the "conditio sine qua non" for success. We live in a globalized environment and companies need people that are able to adapt a global strategy to local realities.

EU: *What is your favorite part about working for a large multi-national corporation?*

MN: There is a very large list of reasons that

make me love working for a large company as Vueling. One of my favorites is that I am required to manage large budgets so they are allocated disproportionately within several markets depending on the individual needs and opportunities of these.

EU: *You are a film buff and have worked in the movie business. How has this influenced your marketing approach?*

MN: Of course some of the techniques I've learnt in the U.S. are largely useful for me to approach a significant part of my daily tasks. Social media and online audiovisual communication play a vital role in the daily

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If you do not enjoy what you do, consider changing your path.

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work of a "marketinian". I must say, the greatest lesson I learned from working on a film crew was the value of teamwork and leadership. It's incredible how most of the lessons I acquired on set have been largely useful while working in an office environment.

EU: *Has Vueling been greatly impacted by the "world economic crisis"? How are you avoiding going down the Spainair path?*

MN: Economic unrest is dramatically affecting fuel cost, which is one of the greatest costs for an airline. Big players are able to buy large quantities of fuel at lower prices. On the other hand this scenario is also redefining the competition map and causing weaker players going into shadow. Vueling is one of the most profitable airlines in Europe, one of the few that made a profit in 2011.

EU: *What sorts of marketing initiatives/direction can we expect to see from Vueling in the future?*

MN: Business passengers will be the key to success of the Vueling in the future. We are re-positioning the brand by means of communication so to make business travelers understand that our products and services are able to satisfy their needs.

EU: *What is one piece of advice you would give students who want to go into marketing?*

MN: Study hard. Never stop having fun. If you do not enjoy what you do, consider changing your path.

EU: *What is your definition of success?*

MN: Being happy with what I do.

MARKET FORECASTING: AN INSIDER'S PERSPECTIVE

Q&A WITH ALUMNUS SCOTT FAWCETT FROM ALBERTA INNOVATES

EU: Tell me a little bit about how your career has developed since your graduation day at EU.

Over the past 20 years I have been working for companies that deliver technology to large corporations and governments. These entities are always looking to reduce cost by improving operations efficiencies, increase revenue by capturing new markets, improving decision making, increasing customer loyalty and improving their brand or image. The technologies I have delivered globally include computer software, computer hardware, data services, social media applications and telecommunications infrastructure.

Technology over the last 20 years has significantly improved productivity and global collaboration. Now, business leaders need to act quickly and globally to capture opportunities and to position their company to be the best in their specific capability while maintaining barriers of entry.

EU: Did you always want to work in the technology side of the business world? (if not) What made you go down this path?

When I graduated, I interviewed with a number of major name companies. I chose a smaller technical company and spent five years expanding its business in Asia and then Latin America. Next, I went to a then Silicon Valley darling called Silicon Graphics. This company had powerful computers that changed the way many scientists, engineers and medical researchers could work. I was promoted by the company and moved down to Houston. After 4 years with Silicon Graphics, Microsoft approached me and whisked me to Redmond (near Seattle) and I spent eight years in a number of global industry marketing, sales and business development roles. The culture at Microsoft was high growth and fun. After 8 years with Microsoft I was approached by Cisco Systems in Silicon Valley. I joined them as the global energy industry manager and I was promoted to be the global director for the energy industry and smart grid. After Cisco, I did a brief assignment with SAP Canada with very large customers and now I work to help and finance innovative small and medium sized companies looking to grow into the U.S. and beyond.

EU: Can you tell us some of the principles that you learned while you studied at EU that you have remembered often in your professional career?

I quickly learned about cross-cultural communication, especially with all the case study group projects. I learned by spending time with classmates from around the world how their cultures shaped many aspects of their consumer behavior. This increased my cultural perception and has allowed me to keep an open mind when rolling out products around the globe. It has also helped me expand my leadership & communication skills across a diverse group of cultures.

EU: Can you briefly explain the Alberta Innovates business model to us?

Alberta Innovates Tech Futures (AITF) is part of the Province of Alberta, Canada research and innovation system and is helping build healthy, sustainable businesses in the province. Through a range of programs and services directed towards entrepreneurs, companies, researchers and investors, Tech Futures is preparing Alberta for a next generation economy.

Tech Futures' business is to build globally competitive commerce in Alberta through: Facilitating the commercial use of new technologies; Developing new knowledge-based industry clusters; and Encouraging an entrepreneurial culture in Alberta.

Alberta Innovates also helps companies outside of Canada grow their business with partners or customers in Alberta. It has a collaborative approach to research and it works with leading research organizations around the world. It employs 550 scientists, economists & engineers

and it has six divisions: Petroleum, Environment and Carbon Management, Bio and Industrial Technologies, Health, Post-Secondary Investments and New Ventures.

EU: You have worked in the US and Canada, how important do you think pre-career international exposure is for today's business world?

International exposure is critical, especially before the age of 30. I set out a plan when I was 24 to study and work in all three of the Triad regions (Asia, Americas and Europe) by the age of 30. I encourage anyone with an aspirational goal to pursue a career in international business to get out of their own country when they are young and take training, even if it is simply executive training courses in other countries. My top recommendations outside of Europe and North America would be China, India, UAE and Brazil.

EU: Are you a market optimist?

Yes. It is a new world paradigm with an immense upside. The world markets are experiencing hyper-competitive business practices by massive emerging economies like China and India. From an opportunity perspective, there are entire industries that could be more efficient and there are governments around the world that still have many paper based systems and lack the use of social media or collaboration technologies like TelePresence to better interact with employees and the public.

EU: How does technology and market forecasting work?

In my experience there are two different types of opportunities that technologies deliver:

The first is an opportunity for a technology that has been invented and that could be disruptive to your industry. Many of these technologies are lost in labs and kept in the minds of PhDs because they do not see the value in the specific application area they were researching. An open mind with respect to technology would allow a breakthrough capability for your company for a small amount of money. I have seen many examples where intellectual



property sat in university labs or as a scrapped project in a corporation.

Another opportunity that technology forecasting delivers is to create or enhance a technology based on customer needs. Here you traditionally would have your existing research and development staff try to find the technical need in the market for the improved technology.

EU: What are some of the forecasting approaches?

I have used many market opportunity forecasting approaches at Microsoft and Cisco and with small companies that I advise. The attributes that you use to calculate the opportunity vary and the timelines rarely go beyond four years in the future. Here are a few of the typical approaches:

Determining a Market Segment Rate of Adoption: The main books read in Silicon Valley

around taking a technology to market are the ones written by Geoffrey Moore. He developed the technology adoption profile that has helped companies structure their marketing and sales priorities based on what rate a specific industry or customer type adopt new technologies. In my experience you will have a different rate of adoption within the same industry based on who the key customer decision maker is (COO, CFO, VP of Real Estate, etc.) and how compelling the value proposition is to the customer. Through creative execution and by shaping your technology value proposition directly to key customer KPIs you can accelerate the rate of adoption of the technology.

Bottom-Up Approach: I like this approach for identifying the TAM (Total Addressable Market) for a completely new product that would fit within an existing market. One example could be

determining a Smart Grid sensor/controller that was built specifically for office buildings. The bottom up analysis would simply be the unit price times the number of apartment buildings in the market to get your TAM. Your forecast would have to balance with TAM with yearly projections of what you think you can achieve based on investments in sales and/or distribution channels and ultimately your estimated rates of adoption. Most analyses fail in determining the realistic rates of customer adoption.

Top-Down Approach: This type of analysis looks at the segments of a market and looks at the aggregate opportunity value often based on known market research. It is good for scanning many vertical industries to get a sense of spend in a specific area (e.g. Advertising spend). Another way to look at this is “Share of Wallet” which is what % of the current budget the customer or industry has that you can capture.

EU: How accurate is it?

A market opportunity is only an estimate and this estimate needs to be managed as a working plan that becomes more accurate with information as it evolves based on customer pilot implementations and evolving sales (direct and via the channel). The goal here is to test customer value assumptions and to keep updating the working plan. A couple of mistakes I have seen when planning to take a technology to market:

Waiting until you have complete or 80+% information on the opportunity before making a decision. Let’s face it, taking technology to market involves uncertainty and you need to manage this risk with a real-time working plan. The people I have seen fail miserably are the ones that cannot make a go-forward decision until they have perfect information on the opportunity. They are the ones that slow down the market entry and time-to-market is critical for capturing markets with technology.

Asking your field sales resources (especially commissioned ones) what the opportunity is for the new technology with their specific customers. I have found that almost 100% of the time they came up with a low number since they did not want their quota to be increased.

EU: What are you betting on for the future? Where do you think we are headed?

I believe a future competitive advantage for an organization is Innovation, specifically increasing the depth of Customer-Centric Innovation and accelerating the Rate of Innovation. The result will be better products/solutions delivered sooner that have been pre-validated (and sometimes created) by the customer. I feel there are three important capabilities improving innovation management:

A) Increasing the depth of Customer-Centric Innovation: Social Media is delivering a breakthrough new capability called Crowdsourcing which allows a company to reach out to a select online crowd (employees, customers, the general public) to provide ideas and feedback. One company, Chaordix (www.chaordix.com) provides crowdsourcing software and services that enables companies like P&G and E.ON to gather rich real-time customer feedback on products in development. For example, P&G has more than 50 global brands that serve over 4.5 billion people. A product manager for a brand at P&G can now build a micro-crowd of say 2 or 3 thousand test market users of a new product that would provide feedback every day in a secure closed community. This community can blog with P&G employees (R&D, marketing, manufacturing) as well as with other community users on their impressions of the product being test marketed. Now P&G will

get rich ideas from the community in real-time to improve the likelihood of a successful product.

B) Accelerating the Overall Rate of the Innovation Process: The hyper-competitive marketplace and increasingly sophisticated consumer will demand that companies deliver new and better products/services at an accelerated pace. Companies will need to measure and compress their “concept to release-to-market” cycle-times to manage their effectiveness. A few new strategies to reduce this cycle-time are:

Accelerated customer feedback loops via the Social Media capability of Crowdsourcing. This is important since the best ideas often do not come from within the four walls of your organization. They come from customers, suppliers, partners, universities and smart people across the globe.

New management models that accelerate brainstorming, prototyping and market delivery.

The March 26, 2012 issue of Fortune Magazine has an excellent article titled “Inside Facebook”. This article provides an in-depth look at how Facebook is able to use product development approaches like “hackathons” (an all-night work fest) and a culture of “healthy dissent” to maximize creative energy and compress concept-to-market release cycle-times down to a few weeks.

Lastly, I am seeing a new type of business leader emerge and rise to the top of organizations. The leader of tomorrow is no longer part of the “command and control” model. The leader of tomorrow has strong emotional intelligence and is a master at cross-group collaboration and in gaining consensus. These leaders set the corporate culture to be inclusive and they set the corporate mindset as expansive. This new trend bodes well for women in leadership positions because many of these attributes come naturally to them.

FIRST EU, THEN THE WORLD

Alumnus Steve Rynecki, is a Private Enterprise Officer with USAID

Back in 1992, as I was finishing high school, I began researching colleges and universities with strong international programs.

As a U.S. citizen based in the United States, my options were limited. In those days, only Thunderbird University and the University of South Carolina had strong, international business programs so I widened my research scope and discovered European University. I was impressed with their courses and the opportunity to earn an advanced degree while living in Europe. EU opened the doors to my international career.

While studying there, I was hired by Burson-Marsteller, the largest public relations company in the world. After I graduated from European University, I was transferred to the company's project office in Kazakhstan where I put my degree in Business Communications to good use. I worked as a Public Information Officer for the U.S. Agency on International Development (USAID) contract which was helping Kazakh citizens understand the need and value of privatizing state assets. This



experience was a real eye-opener for me.

My career then took on a technological focus when in the late 1990s I became interested in electronic commerce and its impact on globalization. I spent the next 10 years working on internet connectivity issues and electronic market access and linkages under the United Nations Trade Point program and the Global Technology Network at USAID offices in Latin America and Southeast Asia.

Today, I'm a Private Enterprise Officer at USAID and a member of the U.S. Foreign Service. I'm very proud to be an EU alumnus. I can honestly say that none of the great things that have happened in my career would have been possible had I not thought outside of the box and got on that plane to Europe all those years ago. I've now worked or traveled to over 50 countries and it doesn't look like that trend will let up. Thank you EU.



THE GIFT I NEVER KNEW I ALWAYS NEEDED

Jeanelle Rabadam is currently living and working in Holland as a Digital Specialist for an international HR recruitment firm. You can read more about her adventures on her blog glocalgirl.com

My name is Jeanelle Rabadam and I am a 2010 European University Barcelona MBA graduate.

Prior to attending EU, I worked in Los Angeles as a Project Manager at an award-winning digital agency. The marketing field in the United States is highly competitive and fast-paced. I knew I would either need several more years of work experience in the same company, or, an MBA in order to truly stand out in the job market. After much debate, I decided to elevate my career outside of California. Studying abroad was something that I had always wanted to do, however I needed to make the right university choice if I was going to drastically change my life.

Pursuing an MBA is a financial, emotional and time-intensive commitment so I explored several institutions both in the United States and Europe before making a decision. After extensive research and a visit to European University, I knew that moving to Barcelona and attending EU would be the right choice for me. The faculty was comprised of highly-qualified professionals from various industries and then there was Barcelona, a rich city with vibrant art,

music and architecture, drew me in. Little did I know what I was about to gain both professionally and personally once I made the move.

Throughout the one-year intensive program, I gained a continuous stream of business knowledge from the excellent faculty at EU. From Entrepreneurship to Finance to International Marketing, EU offered a well-rounded regime that exposed students to all different facets of business. My favorite course, Organizational Behavior taught by Miriam Fisas, gave me management skill sets that will undoubtedly be useful for the rest of my career. We were given strategic business cases and interactive homework assignments that showed us first-hand what the effective managerial tactics were. Furthermore, the international dynamics of the classroom taught me interpersonal lessons about working with people from different cultures, backgrounds and business practices. The U.S. work culture was a foreign (and humorous) concept to my classmates from Germany, Brazil, Cambodia, Egypt and the Netherlands, which caused us to learn immensely from one another. At the beginning of the program

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Pursuing an MBA is a financial, emotional and time-intensive commitment so I explored several institutions both in the United States and Europe before making a decision.

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we were merely peers, but by graduation, I had gained lifelong friends and connections from around the globe. I had expected to earn a degree, but the tight-knit international network was an unexpected, additional gift.

I would highly recommend European University to anyone looking to take that next step in their career. My graduate studies in Barcelona were an invaluable international experience that I will always remember.

A MAGNETIC ORGANIZATION

Alumnus Liz La Force tells EU Today about her three H philosophy

When I studied at European University, my view on business was completely different than it is now. I was a real goal setter and very result driven. Due to major life changes, my vision evolved into one where human values met financial values and spirituality met business. I would like to share with you some of my insights by using the three Hs model: Heart, Head and Hands.

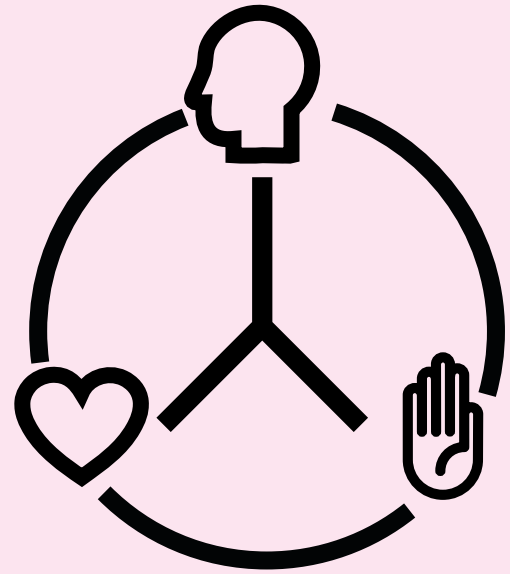
The first H makes up the core of an organization. It is the reason why the organization was originally founded and defines its mission, vision and values. It is the H of Heart.

Organizations often lose contact with their core values on their way to financial success. Human values are replaced by financial ones in the “survival of the fittest” battle for market prominence. But a company is formed and defined by its people and it cannot survive on financial ambitions alone. The heart of an organization contains its spirit, life and energy. If this spirit is lost, employees get demotivated and there will be more absences due to illness and/or burnouts as a direct result of a decline in core values.

The second H is the one of Head. It’s about how people think in an organization. Are their thoughts uplifting and supportive to the Heart of our organization? Are its employees committed to its core values? Being committed to a company means that its employees need to be able to identify themselves with what the company stands for. If company values connect with their own values, a relationship is born. This relationship that can grow into a life-long commitment since the employees will be more devoted and dedicated to their jobs. If this commitment is missing, it is very important to discover why and to see what is needed to recover this commitment.

Suppose, for example, that one of my personal values is sustainability and I am really committed to it. I have chosen my current employer based on this shared value. But then I discover that my company is dumping its waste in the Pacific Ocean. I would be really disappointed and hurt and I would probably lose my trust and motivation. As a result, I would either stay and perform poorly while demotivating others or leave the company to find an organization that upholds my values and is faithful to them.

The final H is for Hands. Even if we have a beautiful, fully-formulated vision and values that are synchronized with supporting thoughts and convictions, we still have to put them into action; which usually makes this last step the hardest one. This asks for character and perseverance. Are we as a company capable of being truthful to our vision and values even in the current rough times? Will we find the strength in ourselves and our employees to be flexible and change whatever is needed while remaining true to what we really believe in?



The Three H Philosophy

To answer these questions, you as an organization must reflect on your thoughts, words and actions and see if they (still) correspond to your values. If yes, great! If not, something has to happen. You can put values aside, like Shell did with sustainability, because it couldn’t live up to it or you can bring your thoughts, words and deeds back in harmony with your core values to regain the trust of your employees and customers.

If you are capable of achieving this, you will become magnetic. You will attract more customers by being authentic. They too will want to be a part of your wonderful organization and support its mission, vision and values. Potential and current employees will want to work for you and will give 100% to fulfill their role in your organization. They will become inspired, and inspire others.

All of this will happen because both your customers and your employees will be able to identify themselves with your core values. If there is no core thought to connect to, you will lose them. So let’s RE-CONNECT!

About Liz

Liz La Force is an inspirer, advisor, speaker and trainer on spirituality in business with a background in business economics, a degree in Chinese medicine and many years of studies in human values in both India and the Netherlands.

She has developed a leadership program called “Join La FORCE” which inspires companies and people to give the best performance they can to each other and this planet.

You can find more info about Liz and her approach at www.la-force.nl

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