

[Print PDF file](#)

[IAA](#)

[MBA](#)

[Alumni Fund](#)

[EDP](#)

[CMS](#)

[Events](#)

[Faculty](#)

[Alliance](#)

[Reunions/Class News](#)

[Campus](#)

January / February 2003

Vol III, N° I

All our Best Wishes for 2003 and for the New Year of the Goat!

2003 has gotten off to a roaring start at INSEAD!

A few days before the end of 2002, the INSEAD Alumni Association and INSEAD formally signed a partnership agreement in the presence of Claude Janssen, Chairman of the INSEAD Board. This agreement marks a new era for Alumni Relations at the school. The Partnership is designed to ensure that the IAA and INSEAD coordinate seamlessly to innovate and enhance services offered to Alumni. These new and improved services already include access to the data service BSP, improved liaisons with National Alumni Associations and a central careers database. This is only the beginning; there is much, much more to come.

Another spectacular, new alumni service just introduced this month is access to the Harvard Business School and The Stanford Graduate Business School's online career databases. INSEAD has concluded a reciprocal agreement with these two schools and this service should greatly enhance the number of job offers available to INSEAD alumni particularly those in the U.S. Details are in the IAA section below.

Having been instrumental in creating the partnership between INSEAD and the IAA, Michael Roskothen will be stepping down as President of the INSEAD Alumni Association in November 2003. The nominating committee of the IAA seeks your input for finding Michael's replacement.

Enjoy reading the January/February edition of the newsletter. As usual, it is as diverse as INSEAD. From an update on our globe trotting Dean to dragon boat races in Singapore to the introduction of an exciting new Executive MBA program, there is a lot going on at your alma mater and with INSEAD alumni the world over.



Joëlle du Lac (MBA'85)
Director of Alumni Relations
email: joelle.dulac@insead.edu

The Dean's Activities with Alumni



Over the past few months **Dean Gabriel Hawawini** has been very active participating in many events with our alumni on a worldwide basis.

Such events as the national alumni associations council meetings, the annual IAF cocktail, the INSEAD Tokyo forum, the French Assemblée Générale, national alumni association dinners and cocktails. For further details and photos of these events [please click here](#).

The National Alumni Associations Events

The INSEAD Alumni Association of France invites you to attend "**Ethics in Business**" - a conference organised by the "*Groupe des 17*" to be held on the 15th February on the Fontainebleau campus. Professors Henri-Claude de Bettignies and Marie O'Sullivan will be participating. For more details and how to register your attendance [please click here](#).

The National Alumni Associations organise regional events on a regular basis.

[Click here to go to the IAA Events Calendar](#)

[back to top](#)

IAA

INSEAD

Alumni Association

New Career Services available to IAA Members

In addition to the INSEAD Alumni Association jobs database managed by MBA-Exchange containing exclusive job offerings only available to IAA members, alumni members now have access to career opportunities managed by other top US business schools.

INSEAD Alumni Association Career Services Database: IAA members have access to the IAA job opportunities database, job posting and mini-CV platform. This service was launched in July 2002.

INSEAD has concluded a reciprocal agreement with the **Stanford Graduate School of Business** and **Harvard Business School**, two of the top business schools in the US, to share career services. This opens new doors for INSEAD alumni to explore additional job opportunities.

Stanford Business School: Members of the IAA now have access to Stanford's job opportunities database online, searchable by keyword. This database is also available to Harvard alumni. It costs \$60 for a six-month subscription.

Harvard Business School: Harvard publishes a Career Opportunities Newsletter sent by email to alumni who have subscribed. In addition to a mutual agreement with Stanford, HBS now extends this service to INSEAD alumni. Each issue contains 50 - 80 new jobs. A six-month subscription to the newsletter costs \$60.

Business Source Premier: BSP offers access to well-known business magazines such as The Economist, Business Week, Forbes, Fortune; the best academic journals, Harvard Business Review, Journal of Management, Academy of Management Review; country reports from the EIU and WEFA and over 3,000 journals are indexed, with full text available for most of them.

**If you are a member and would like to subscribe to these services
please [click here](#) and use your INSEAD personal login details.**

**Want to become a member of the IAA and have access to these great opportunities?
If you aren't a member yet, [please click here](#).**

Nominations sought for IAA President

The INSEAD International Alumni Association (IAA) is at an exciting stage in its development and needs your assistance. We are seeking a new President, to succeed Michael Roskothen whose term comes to an end in November 2003. We are asking our alumni to help in finding suitable candidates.

The IAA: The IAA represents the 28,000 INSEAD alumni around the world. Through a network of over 37 National Alumni Associations, which constitute the IAA itself, the voice and interests of the alumni are heard and supported. The IAA includes an excellent support staff, and an established infrastructure. It is unique in the world because it is a voluntary organization established, operated and supported by the Alumni. The IAA has just entered into a partnership with INSEAD pooling its activities and resources with those of INSEAD to create a structure that is intended to offer greatly enhanced value of the INSEAD experience and reinforcing it as they follow their careers.

Why this role is so important: The IAA President leads the IAA, is an important member of the INSEAD Board of Directors and chairs the IAA/INSEAD partnership.

What to do if you have a Candidate to suggest?

Please [click here](#) to view the profile, role and competences sought and view a sample nomination form.



[back to top](#)

Alumni Reunions 2003



MBA Alumni Reunions *A return to campus every five years*

Spring 2003

The traditional spring reunion weekend will take place **May 23-25, 2003** for **5, 10, 20** and **30** years after reunions.

Reunion preparations are well under way under the leadership of Reunion Chairmen:

30 Years After MBA '73

Peter Felix, Frank Burgel, Davia Foucart-Deverdine, Chris Reilly, Daniel Gauchat and Sibel and Emin Iren

20 Years After MBA '83J

Richard Pelly and Michel Marbot

10 Years After MBA '93J

Dan Veto

5 Years After MBA '98J

Hans Hammer

20 Years After MBA '83D

Reid Drury and Raimund Koenig

10 Years After MBA '93D

James Howe and Katie Smith Milway

5 Years After MBA '98D

Helen Vasilevski

For further details, [click here](#).

Autumn 2003

The new autumn multi-reunion weekend is envisaged once again for the **15, 25** and **35** years after reunions to be celebrated on campus **October 17-18th, 2003**.

MBA '63 alumni will also return to Fontainebleau to celebrate their **40** years after in **October 2003**, breaking with their long-standing unique promotion tradition of celebrating reunions off campus. 2/3 of the '63 alumni have already signed on! Their Reunion Chairman is **Gunther Mauerhofer '63**.

Welcoming your thoughts on reunions: Joelle du Lac, Director of Alumni Relations, joelle.dulac@insead.edu for 5, 10 and 15 years after; and Sally Williams-Allen, Senior Advisor in Alumni Relations, sally.williams-allen@insead.edu for 20, 25, 30, 35, and 40 years after.

Class News

Please send your class news, events and photographs to Amanda Morris who is responsible for building class websites.

If you are interested in representing your class as an online Newsletter editor, please contact :

amanda.morris@insead.edu



[back to top](#)

The INSEAD/Wharton Alliance



Wharton 2003 Regional Alumni Meetings

As a benefit of the INSEAD/Wharton alliance, Wharton would like to warmly welcome INSEAD alumni to participate in their alumni events. The Wharton 2003 Regional Alumni Meetings are as follows:

Berlin on the 22-24 of May
Shanghai on the 5-8 of June
Miami on the 10-12 July

The event programmes are being finalised at the moment and will include activities such as thought-provoking panels, discussions with key executives and policy-makers, guided bus tours and site seeing, golf tournaments, gala dinners...

[Click here](#) for more details and how to register.

[back to top](#)

Interviewing potential MBA candidates



Kai Taraporevala MBA '94D, co-founder of **India Advisory Partners (IAP)**, a Mumbai and London based corporate finance group, committed to helping international companies in India. Kai has been interviewing potential candidates since 1995. He has carried out over 24 interviews.

[Click here](#) to see Kai's interviewing methods and questions

Short biography of Kai Taraporevala [Click here](#)

If you would like to be invited to interview potential MBA candidates please contact virginie.fougea@insead.edu

We are particularly interested in locating alumni interviewers in China, Hong Kong, Singapore, Russia, Vietnam, Thailand, Philippines, South Korea, London, Argentina, Texas, South Africa and Mumbai. Potential interviewers should have graduated from INSEAD between 1997 and 2001.

[back to top](#)

The Entrepreneurship in Residence Programme

The INSEAD entrepreneurship area has inaugurated a new initiative, the **Entrepreneur in Residence programme**. Entrepreneurs in Residence are veteran entrepreneurs and/or investors who spend time in residence on either the Singapore or Fontainebleau campus each month, in order to conduct office hours.



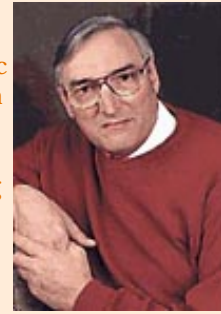
Alumni as well as students can sign up for free consultation sessions with an Entrepreneur in Residence, who advise alumni interested or engaged in starting a company, buying into a company, launching entrepreneurial ventures within existing firms, or managing family enterprises. For more details and to see current members, [click here](#).

All Entrepreneur in Residence office hours are managed through the new International Centre for Entrepreneurship in Singapore. Alumni interested in scheduling a consultation with an Entrepreneur in Residence should contact: **Professor Patrick Turner**, Programme manager of the International Centre for Entrepreneurship. Email: patrick.turner@insead.edu

Alumni who are interested in participating in the programme or who wish to nominate prospective Entrepreneurs in Residence should contact: **Professor Philip Anderson**, The IAF Chaired Professor of Entrepreneurship, Director 3i Venturelab, Coordinator for the Entrepreneurship Area. Email: philip.anderson@insead.edu

Singapore Campus - International Centre for Entrepreneurship (ICE)

INSEAD's International Centre for Entrepreneurship (ICE) has just been created at the Singapore campus. This new centre, funded in part by the Singapore government's Economic Development Board, will promote both the production and the dissemination of knowledge in the areas of entrepreneurship, private equity, buyouts and turnarounds, entrepreneurial behaviour in corporations, and family enterprise. It should leverage INSEAD's work through MBA education, executive education and outreach activities within the community, exploiting opportunities offered by its location within the entrepreneurial community in Singapore. Its ambition is to create unique intellectual assets that help INSEAD achieve pre-eminence in transforming the study and teaching of entrepreneurship beyond borders.



Professor Patrick Turner has relocated to Singapore to head up the new centre as Senior Programme Manager. For details about this programme contact patrick.turner@insead.edu

eLab@INSEAD

2001-2002 was an exciting year for eLab with Intel joining as a donor, the Information Economy Research Conference in Singapore, new research undertakings as well as interesting e-business speakers at both campuses.



To review eLab research and activities in 2001-2002, check out [Digital Year in Review](#)



Alumnus Interview

Getting Consumers To Buy Online

While the negative publicity of numerous failures among young technology companies is overwhelming, there are companies that continue to flourish despite the Internet bubble burst and the global economic downturn. **Ecofabric, Inc.**, co-founded by **Roman Martynenko** MBA '02J is one of such companies.

Founded in 1998 by Martynenko and two of his college friends Ecofabric's business model was based upon the conviction of the founders that the multi-million investments in the development of eCommerce technology infrastructure by individual companies is not cost efficient and, therefore, not sustainable in the long run. In anticipation of the shift in market demand Ecofabric Commerce Platform was developed to offer high-performance and cost effective solution specifically tailored to the needs of multi-channel retailers & manufacturers' direct-to-consumer sales. [Click here](#).

For more information about research and eLab activities visit the eLab website: <http://elab.insead.edu>

Faculty Publications



Professor Werner Reinartz

The Mismanagement of Customer Loyalty by Werner Reinartz and V. Kumar

Who wouldn't want loyal customers? Surely they should cost less to serve, they'd be willing to pay more than other customers, and they'd actively market your company by word of mouth, right? Maybe not. Careful study of the relationship between customer loyalty and profits plumbed from 16,000 customers in four companies' databases tells a somewhat differentiated story. **Professor Werner Reinartz** and his colleague **V. Kumar** found that the link between customer loyalty and customer profitability was more complicated because customers fall into four groups, not just two. Simply put: Not all loyal customers are profitable, and not all profitable customers are loyal.

The authors suggest an alternative approach, based on well-established "event-history modeling" techniques, that more accurately predicts future buying probabilities. [Click here](#) for the Harvard Business Review (pdf file). For further details about Werner's work [please click here](#).

Harvard Business Review - Special Issue, January 2003 The Best of HBR on Motivation

Fair Process: Managing in the Knowledge Economy by W. Chan Kim and Renée Mauborgne

It's the New Year, time to get employees motivated for the months ahead. But how do you go about creating a climate where employees volunteer their creativity and expertise? The answers, provided by **Professors Chan Kim** and **Renée Mauborgne** in this "**Best of HBR**" issue on motivating people, may surprise you. [Click here](#) for more details.



Professor Chan Kim

WORKING IDENTITY Unconventional Strategies for Reinventing Your Career by Herminia Ibarra

*"Something's missing."
"I need a change, but I don't know what."
"I hope I'm not doing this five years from now."
"I never really wanted to do this in the first place."
"I used to love my job, but it's lost meaning and I don't know what I want to do instead."*



Professor Herminia Ibarra

Thoughts like these are increasingly on the minds of the growing number of mid-career professionals who are at a crossroads, stuck in jobs they've lost passion for, but don't know what they want to do and who they want to be. In the new book, **Working Identity: Unconventional Strategies for Reinventing Your Career**, **Professor Herminia Ibarra** of Organizational Behavior, presents a new model for career reinvention that's geared toward helping those who have invested years of time and effort in building a successful career make the leap to another that they'll find more fulfilling. [Click here](#) for more.

[back to top](#)

MBA Graduates initiate The Indevor Graduation Pledge Campaign



The December 2002 graduating class initiated the "**Indevor Graduation Pledge Campaign**". This campaign has been launched to serve as a focal point for further environmental and social consciousness-raising at INSEAD.

Nearly 50% of the '02D graduates have pledged to explore and take into account the social and environmental consequences of their future jobs, and to work on improving these aspects of the organizations for which they work. On graduation day, the 19th December, 226 students who took the pledge wore a green ribbon to make a public statement of their intent to consider social and environmental factors throughout their career.

The '02D graduates now want to institutionalise the pledge and ensure that future generations of INSEAD MBAs carry on this commitment. This is the first time students from a European business school have undertaken such an initiative. INDEVOR (INSEAD Development Organization) was established in 1993 to create awareness and dialogue about social, ethical, environmental and development issues pertaining to international business. On December 23rd, the Financial Times published an article about this campaign. [Click here](#) for the article.



To go to the Indevor website please [click here](#).

IQ issue #4



INSEAD Quarterly issue #4

The latest issue's main topic: **Business in Society**

- Discussing corporate governance and shareholder value
- Sustainable development from Johannesburg and beyond
- Managing disasters, researching risk and working wounded
- Finding solutions with the NHS, Royal Dutch/Shell Group and the UN
- Plus the launch of IQ-interactive. Log on and interact with INSEAD professors. Discuss IQ articles and hot topics online, and see media-rich video presentations on-demand: www.insead.edu/iq/interactive

You can also find this edition online at:

<http://www.insead.edu/iq/iq4/index.htm>

This edition and the 2002 Year In Review are being delivered to you right now, you should receive copies by the end of the month or early February

INSEAD Knowledge



INSEAD Knowledge is your on-line gateway to the latest relevant information in your field, with

summaries of the most recent INSEAD research - articles, books, working papers, case studies, and reports - organized into themes, ranging from Entrepreneurship to Leadership.

Sign up to this **free** service and you'll receive an e-mail newsletter twice each month alerting you to the newest material posted on the site. To see our latest postings [click here](#).

The INSEAD Citizen - Student Publication

The fourth issue of the MBA student led magazine has just come out!
The INSEAD Citizen - entirely produced by current MBA students.

[Click here for Vol III Issue I](#) (format pdf)



The INSEAD Citizen is looking for a sponsor - please contact:

Name: Gregory Cox

Tel: +33 (0)6 75 60 47 07

Email: gregory.cox@alumni.insead.edu

Singapore Campus: Dragon Boat Race down the Singapore River!



What could be more unique than cheese tasting in the Chateau of Fontainebleau?

Jet-lagged and disoriented, participants of the International Executive Programme (IEP) were treated to a truly Asian experience on the first day of their programme, the 25th of November. A Dragon Boat Race down the Singapore River in this tropical island paradise. This event actually had a normalising effect as it surged with power and adrenalin, competition and collaboration (the yin and yang of the East).

The 47 participants were divided into teams of 16 - 20 on each boat and soon realised that brawn over brain is not what it takes. Co-ordination and common vision remains the true ingredients of a champion! Hours later with a new tan and renewed team spirit, the participants kicked off the start of the programme having set the standards at a high level to be maintained over the next three weeks!



[back to top](#)

New Programme at INSEAD

The INSEAD Executive MBA is born!

In addition to the current INSEAD full-time MBA programme, a new INSEAD Executive MBA programme has been launched simultaneously in Fontainebleau and Singapore.



A Faculty Team, led by **Professor Dominique Héau**, Associate Dean, has developed a unique programme combining the analytical rigor of the INSEAD MBA with the personal development focus of executive leadership. Participants in their mid-thirties will be rigorously selected for potential, business experience and motivation - admission process will include GMAT score review, essays, references...

The INSEAD Executive MBA states very clearly the objectives it focuses on: Managerial competence, global mindset and leadership.



Starting November 2003, and over a period of 14 months, participants will spend 12 weeks on campus - either pertaining to the Fontainebleau or Singapore cohort and 5 weeks off-campus, partially on-line using the INSEAD e-learning platform.

The rich content and innovative teaching methods embedded in the INSEAD Executive MBA make this new active-learning programme a life-changing experience. [Click here for details of the programme.](#)

Professor Dominique Héau

For more information, please contact: mba.executives@insead.edu

Or click on <http://www.insead.edu/EMBA>

INSEAD Executive Education

The Young Managers Programme comes to Beirut

With the support of the Alumni Association in Lebanon led by **Joe W. Issa-El-Khoury MBA '86D**, **Carlos Héneiné MBA '87D**, **Georges Hatem MBA '88J**, and **Fady Sawaya MBA '86J**, we are launching a session of the Young Managers Programme in Beirut.

Young Managers Programme Beirut - Fontainebleau

Module 1: 9 - 22 March 2003 in Beirut

Module 2: 21 - 26 April 2003 in Fontainebleau



For over 20 years, the Young Managers Programme has been an important step in the development of high-potential executives from around the world.

For complete information about the programme [click here](#)

Or contact:

Mala Banerjee

Marketing Manager

Tel: +33 1 60 72 40 26

e-mail: mala.banerjee@insead.edu

We also invite you to visit the Executive Education website:

www.insead.edu/executives

The Family Enterprise Challenge

The next sessions of this two-module programme will take family teams through best practices on a wide range of topics including family dynamics, family enterprise and business strategy planning, governance, communications and conflict. For complete information about the programme [click here](#).



Key Strategic Issues of Top Retailers

Some of the hot strategic issues confronting retailers are explored in this programme: from customer obsession, technology and information, partnering with suppliers to the balanced scorecard.

For complete information about the programme [click here](#).



[back to top](#)

News from the IAF



First Donors' Forum

Corporate supporters and individual donors were welcomed, for the first time, to a Donors' Forum at the Europe campus in Fontainebleau on 29-30 November 2002. Over 130 of INSEAD's benefactors were present at this new annual event that gives us the chance to thank and recognize some of the school's supporters.

The theme of the forum was "Entrepreneurship" with sessions from Phil Anderson, The IAF Chaired Professor of Entrepreneurship, Ha Hoang, the Rudolf and Valeria Maag Fellow in Entrepreneurship and Randy Carlock, The Berghmans Lhoist Chaired Professor of Entrepreneurial Leadership. The Abbaye de Cercanceaux was the magical setting for the gala dinner where salamanders were awarded to generous alumni. [Click here](#) to download the report.

DID YOU KNOW?

- Alumni raised € 7m last year, the equivalent to a €5m annual endowment revenue
- Over 40 students benefited from scholarships funded by alumni in 2001-2002

For further details about the IAF [click here](#)

The IAF would like to extend a special thank you to our most generous donors from the last 5 months. [Click here](#) for details.

[back to top](#)

Career Management Services



INSEAD offers a new service to all alumni provided by CareerLeader

This service offered to INSEAD alumni by CareerLeader at a 20% discount, can assess your unique pattern of interests, values and abilities, three critical variables in finding the right career path.

For further details [please click here](#).

Spring 2003 recruitment season

The Career Management Service would like to remind you that in the Spring 2003 recruitment season, companies will have the opportunity of recruiting for summer internships and projects from the 400 MBA participants in Singapore and France who will graduate at the end of 2003. We will begin to work with the January class immediately on summer opportunities, and we invite you to begin entering your job descriptions at :

<http://www.mba-exchange.com/insead/postjobs> from mid-January 2003 onwards. If you would like to contact us: feedback-cms.fb@insead.edu

[back to top](#)

Alumni Relations Newsletter

Results from the forum 'How would you like to receive this newsletter' are as follows:

	N° of votes	Percentage
In the current format, inserted into an html email with an attached pdf file	46	61.33%
Via email with an attached pdf file	13	17.33%
Via email with a link to view the newsletter online, on the INSEAD website	11	14.67%
Via email with an attached word document	5	6.67%

If you have not yet voted and would still like to [please click here](#).

Please use your INSEAD personal login details.

If you do not have them contact amanda.morris@insead.edu

[back to top](#)

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Any Feedback?

Send your comments and suggestions to: amanda.morris@insead.edu

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Please enter your name and your email address