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November 2002

Vol II, N° II

Greetings Alumni,

The INSEAD Alumni Electronic Newsletter is becoming an extremely popular means of communication between INSEAD stakeholders and the Institution. I am delighted that the newsletter has been so heartily adopted by so many of you. Thank you for your feedback and support. Please log on to the forum at the end of the newsletter and let us know how you prefer to receive this email in the future.

The newsletters are becoming richer and richer with input from both campuses and constituencies from throughout the Institution. This month's newsletter is no exception. There is wide coverage of past events both on and off campus and invitations to events next month. Faculty research and publications are also a major feature of this edition of the newsletter.

Once again, we very much want to build the class news section of the Alumni website. We encourage those of you who run a class site or have news about yourself and your family to share it with [Amanda Morris](#) who will be delighted to add the information to your class news section. We will provide links to updated sites in next month's newsletter.

Happy reading and I look forward to sending you a very special edition of the Alumni electronic newsletter in January.



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

INSEAD Alumni Association

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

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



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Alumni Reunions 2002/2003



Alumni Reunion Weekend October 18-19 2002

237 alumni and partners attended INSEAD's first autumn multi-reunion weekend for 15, 25, 35 and 40 years after on October 18-19, 2002, and enjoyed a streamlined reunion formula 'Friday dinner + Saturday morning campus programme'. They found it was just enough time for catching up with friends, and with INSEAD, to last them until their next major May full reunion weekend in 2007.

The core programme for the weekend consisted of promotion dinners for MBA '87J&D, MBA '77, MBA '67 and MBA '62, followed in the morning with an update on INSEAD by the Dean, who then expressed his gratitude to alumni who have distinguished themselves in service and generosity to INSEAD.

Michael Butt MBA '67 spoke eloquently on alumni responsibility to INSEAD, and **Professor Ethan Kapstein** gave a thought-provoking faculty lecture on "Inequality and its Consequences." Click here for details on the [October reunion programme](#).

Alumni Reunion Weekends - 2003

This new autumn multi-reunion weekend is envisaged for the 15, 25 and 35 years after reunions to be celebrated on campus October 17-18th, 2003. MBA '63 will also celebrate its 40 years after then. The traditional spring reunion weekend will take place May 23-25, 2003 for 5, 10, 20 and 30 years after reunions. Reunion chairmen are launching reunion committees now and will be getting in touch with their classmates before the holidays. For reunion news, stay tuned on the website [click here](#).

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



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BusinessWeek's European Leadership Forum



BusinessWeek's European Leadership Forum 2-3 December, Paris

BusinessWeek's European Leadership Forum will once again take place at the prestigious George V Hotel in Paris.

INSEAD will be present in force this year with alumnus **Lindsay Owen-Jones** joining **Dean Gabriel Hawawini** as panel participants. **Former Dean Antonio Borges**, now Chairman of the European Corporate Governance Institute, Vice-Chairman and MD, at Goldman Sachs will also be speaking.

With a keynote address given by the **EU Competition Commissioner Mario Monti**, confirmed panelists to date also include:-

Gerard Mestrallet, Chairman & CEO, Suez
Michael Treschow, Chairman, Ericsson
Pasquale Pistorio, President & CEO, STMicroelectronics
Pierre Jean Everaert, Chairman, Interbrew
Laura D'Andrea Tyson, Dean, London Business School
Don Cruickshank, Chairman, London Stock Exchange
Bernard Liataud, CEO, Business Objects
Xabier de Irala, Chairman, Iberia Airlines

To visit BusinessWeek's conference website [click here](#).

If you are interested in attending please contact **Judith Osario** Tel:+44 (0)207 604 5830 for further details and how to register.

The Wall Street Journal Europe's Entrepreneurship Summit

The Wall Street Journal Europe's Entrepreneurship Summit 5th December, Paris

A unique opportunity to exchange ideas and participate in a proactive debate about developing the right culture within Europe to sustain successful entrepreneurial business.

The event brings together successful business leaders to discuss strategies and policies that are driving Europe's entrepreneurs today. Delegates will participate in a high level debate with the opportunity to meet new contacts and learn strategies that could directly affect your business.

Who is attending?

Managing Directors, CEOs, COOs and Vice Presidents from companies like Credit Lyonnais, European Launch Pad, Orange, Accenture as well as other venture capitalists and entrepreneurs from around Europe.

When & where?

The event will take place 5th December in central Paris.

Further information

For further information click on the following link

<http://www.djconferences.dj.com/entre2002/index.html>

For a full conference programme please reply to this email, stating simply **ENTREPREN PROG** in the subject or

call +44 (0)20 7842 9673.

THE INSEAD Venture Network Weekend

Fontainebleau Campus on the 6-7 December 2002

- * You have an idea for a venture and are looking for support, financial or otherwise?
- * You are looking for an opportunity to invest in a promising venture?
- * You don't have a plan and are not an investor, but you have talents to offer a new venture?
- * You are none of the above, but would like to join venture-connected alumni and entrepreneurship faculty for a couple of days?

This event, the first of its kind at INSEAD, is for you!

Programme:

Fri 6 Dec

- * Faculty presentations - **Phil Anderson** on why new ventures reach plateaux and what to do about it; and **Yves Doz** on how alliances can help new ventures survive.
- * The presentations of the six **Roland Berger - INSEAD Business Plan Competition** finalists.
- * Cocktail party to announce the winners of the competition.
- * Evening event, organised and sponsored by **Roland Berger Strategy Consultants**, for relaxed networking.

Sat 7 Dec

- * Discussion on how to maximise the effectiveness of alumni venture networking with practical examples from the UK, Germany and Denmark.
- * Pre-arranged one-on-one meetings between attendees.
- * Open attendance elevator pitches.

Attendees will be asked for a nominal fee of 100 Euros, covering lunch on both days and the evening events on the Friday.

A special sign-up website has been created for this event, please [click here to register](#).

Any enquiries should be sent to patrick.turner@insead.edu

Events on the Singapore campus

Meet the Dean - Introduction for INSEAD Day



On the 10th of October the Singapore campus held an **"Introduction for INSEAD day"**, which was a one-day event in order for the newly hired faculty members to meet the Dean Gabriel Hawawini and Landis Gabel, Dean of Faculty. This was the first time that it was held in Singapore.



The programme started with an introduction from Dean Gabriel Hawawini, followed by presentations by Arnoud De Meyer, Deputy Dean, Anil Gaba, Dean of Faculty and Research, Asian Campus. After lunch Landis Gabel presented some faculty matters and Daniel Traca, Assistant professor of economics, talked about campus life. [Click here to see the new faculty members in Singapore.](#)

Venture Capitalists.....in addition to money.....



"What other values and services do good VCs bring to start-ups and entrepreneurs?"

Li Chun, MBA '99J, and Director of Otto Capital Partners arranged a VC talk for Alumni, MBAs and CEOs which took place on the Asia campus.

Over 70 INSEAD Alumni, MBAs and friends squeezed into "Amphi Mork" and participated in a lively set of discussions with a panel of entrepreneurs and venture capitalists. Dean of the Asia Campus, Hellmut Schutte, moderated the discussions, which focused on the critical non-monetary services and support brought by VCs under the title: ***"Venture Capitalists.....in addition to money...."***

Mr. P. Bala, Founder & CEO, FTD Technology Pte Ltd gave lively views of his former life as being Country Head of a MNC as compared to the pain, suffering and enlightenment of the 10 more recent years of entrepreneurship. Mr. Bobby Chang, Managing Director, Acer Technology Ventures shared his needs as a "Strategic/Industry" investor that needs to foster innovation. Mr. Ng Kin Sze MBA '87J, Senior Executive VP, GIC Special Investments Pte Ltd, reviewed how managers of "funds of funds" makes decisions.

This is one of a series of popular INSEAD Alumni/CEO Network Briefings held on the Asia campus and in several key cities in Asia. For more information contact: Singapore.Alumni@insead.edu

National Alumni Association Event : Italy

The Italian Alumni Association Guest Speaker Event with Davide Croff, CEO, Banca Nazionale del Lavoro

The Italian Alumni Association organized its first Guest Speaker meeting in Rome on the 7th of October 2002. The speaker was **Mr. Davide Croff, CEO, Banca Nazionale del Lavoro**, one of the leading Italian banking groups. Mr Croff focused on the structure and historic evolution of the financial services sector in Italy and Europe, and highlighted the cultural and structural factors that have delayed the emergence of a single European market in this sector.

Over 40 alumni met for informal cocktails before and after the speech in the pleasant atmosphere of the sports club of the Ministry of Foreign Affairs. The audience included alumni from other business schools (HBS, Stanford, MIT) who were also invited.

The Italian Alumni Association plans to organize 5 to 6 such events a year taking place in both Rome and Milan, besides the traditional informal meetings in both cities.

The next meeting will take place in Rome on December the 16th. If you would like to attend please contact Sandro Marchesi

National Alumni Association Event : Vienna



Annual Alumni Event in Vienna

Our yearly conference in Vienna on September 26-29 was a great success with more than 180 alumni attending. The weekend, starting on Thursday afternoon, included seeing a play at the Burgtheater, "**Cyrano de Bergerac**", paper-chases through the streets of Vienna, presentations and discussions with Roland Berger Strategy consultants, INSEAD Professor Phil Anderson, visiting the Palais Pallavicini and much more! [Click here for a full report.](#)

New Programme at INSEAD

INSEAD is launching an MBA Executive Programme. A communication on this programme will be sent to you shortly.

Interviewing potential MBA candidates



Claudio Wilberg MBA '98J, Chief Information Officer at **Tozzini Freire Teixeira e Silva Advogados** in Sao Paulo, one of the largest law firms in Brazil, explains interviewing methods of potential MBA candidates for INSEAD. Claudio started interviewing candidates 16 months ago.

Where do you normally interview candidates, in your offices?

"I usually try to take people out of a professional environment, arranging for the interview to be carried out in a neutral zone, like a calm bar or a nice bistro at the weekend. If this can't be arranged, the interview is scheduled in the evening when we don't have to rush back to work after lunch.

What would you use as a typical starting point for the interview?

Normally we would discuss something relating to current affairs that has been in the papers during the last couple of days, not headline news, but something that shows the candidate really is connected to the world.

Do you discuss both professional and personal experiences?

"Both, infact I would give them the choice asking them to tell me about a previous professional and/or personal experience, like a job or trip that he/she has had or made within the last three years. This is when the official kick-off of the interview starts as by now we have probably been served with coffee, tea, etc., and would not be disturbed again."

Do you follow the suggested approach for these interviews?

"Yes, I allow the candidate to explain his/her professional path, drive, ambitions, desires and reasons to go to INSEAD, etc. I have used cases twice in the past situations when I was interviewing younger candidates as I felt that I needed more understanding of their thinking process in order to judge them and decide whether they would fit in the campus environment."

What do you look for in potential MBA candidates?

"The ability to adapt to a changing environment and the courage to follow his/her instincts; the energy, passion and the enthusiasm when speaking, especially when sharing his/her personal and professional life, and by the way how their eyes shine with the perspective of studying at INSEAD! Also when discussing personal points of view, I try to picture the candidate in a tough discussion with Italians, Germans, Canadians, Japanese etc., as at INSEAD this is a very important quality."

[Click here for a short biography of Claudio Wilberg](#)

**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, The Philippines, South Korea, London, Argentina, Texas, South Africa and Mumbai.

The INSEAD Citizen - Student Publication

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

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



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

Name: Avi Turetsky

Tel: +33.6.84.97.38.97

Email: abraham.turetsky@alumni.insead.edu

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Alliance

The National Alumni Association of the UK launches "The Wharton INSEAD Network for Entrepreneurship (WINE)"



The Wharton INSEAD Network for Entrepreneurship (WINE)

launched by the UK National Alumni Association, held its first event in London on 3 October 2002. This event, hosted by **3i** was very successful, reinforcing the need for such a network. WINE members represent three key roles, that of investors, entrepreneurs and knowledge alumni.

Introductions and keynote speeches were given by **Patrick Dunne**, Director 3i, **Jonathon Renfrew-Knight** MBA '91D, President of the UK NAA, **Sandeep Sander** MBA '86J, Chairman of Wine and **Christoph Zott**, Associate Professor of Entrepreneurship at INSEAD. [Click here for a full report.](#)

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INSEAD Executive Education

The 2003 Executive Education Programmes brochure is available

To learn more about INSEAD's wide range of open-enrolment programmes - from top, senior and general management to short issue-based courses - or to obtain a copy of the 2003 programmes brochure, please contact:

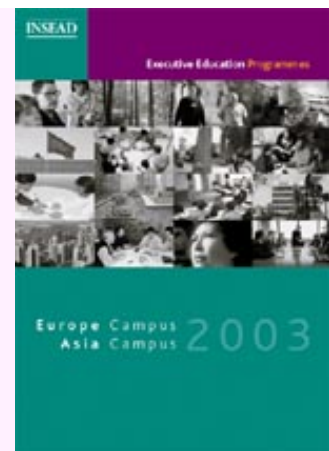
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We also invite you to visit the Executive Education website:
www.insead.edu/executives



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News from IAF



New structure for the IAF

The INSEAD Alumni Fund has changed its structure! Jennifer Walton, after nine years at the helm, has moved on to new responsibilities. Sarah Robertson is now director of IAF and will be working closely with Sandra Morand Development Manager for senior alumni fundraising and Anne-Marie Cagna Development Manager for young alumni fundraising.

Raising awareness with students on campus

One of the new projects the IAF has embarked on is raising awareness among the students on campus. As part of this, together with the IAA and IAR, mugs were distributed to all students in the bar area over two days. The mugs had the snappy slogan "**stay connected...get involved...support INSEAD!**".

This is just one of the ways that we shall be trying to get students more involved before they leave campus. Over 70% of the students participated and they are still coming by the IAF offices, to pick up their mugs. And the Singapore students have not been forgotten, they will be receiving their gift in the forthcoming week!

Watch this space for news!

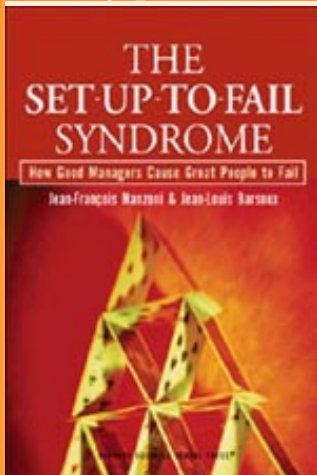
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Career Management Services



Our December 2002 students are still facing a difficult job market. If you know of any interesting job opportunities - or possibly short term projects for a newly-minted MBA, please let us know in CMS. Any job descriptions, ideas or tips can be sent to
feedback-cms.fb@insead.edu

Faculty publications



THE SET-UP-TO-FAIL SYNDROME
How Good Managers Cause Great People to Fail
 by Jean-François Manzoni and Jean-Louis Barsoux

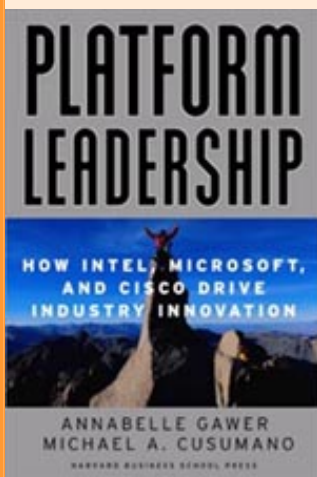
Jean-François Manzoni, Associate Professor of Management, also directing the *INSEAD-PwC Research Initiative on High Performance Organizations* has co-authored with Jean-Louis Barsoux their new book **"The Set-Up-to-Fail Syndrome: How Good Managers Cause Great People to Fail"** (HBS Press, October 7, 2002). The book exposes a disturbing and surprisingly pervasive phenomenon. While common sense suggests that so-called poor performers fail in spite of their boss's best efforts, this book argues the exact opposite.



**Jean-François
Manzoni**

In many cases, a boss's attitudes and behaviors actually cause or "set up" certain individuals-including some with great potential-to fail. For more details [click here](#).

* * *



Platform Leadership
How Intel, Microsoft and Cisco Drive Industry Innovation
 by Annabelle Gawer and Micheal Cusumano

Professor Annabelle Gawer, Assistant Professor of Strategy and Management is an expert in high-tech strategy. **Platform Leadership**, which she co-authored with MIT professor Michael Cusumano, reveals how Intel, Microsoft and Cisco, as well as companies including Palm and NTT DoCoMo, have orchestrated industry innovation to support their products, and in the process established dominant market positions. In their book, as well as summarized in the Sloan Management Review article (Spring 2002) titled **The Elements of Platform Leadership**, the authors



Annabelle Gawer

present their **Four Levers Framework** for designing and implementing a successful platform strategy. For more details [click here](#).

* * *



European Banking: past, present and future
 by **Jean Dermine**, Professor of Banking and Finance and Director of the Center for International Financial Services, INSEAD.

Professor Jean Dermine is the current programme director of the Strategic Management in Banking Executive Programme. He participated in the Second ECB Central Banking Conference with his paper **"European Banking: past, present and future"**. [Click here](#) to see his paper. His current research deals with Asset-Liability Management, European banking with a single currency and the pitfalls in RAROC-type methodologies.



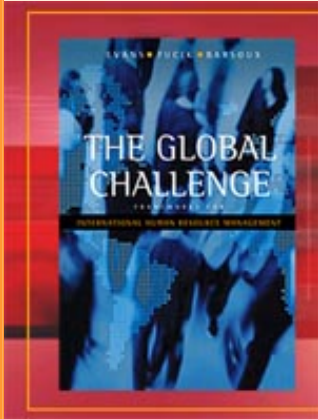
Jean Dermine

As a consultant or director of training programmes, he has worked with several international banks, central banks, the OECD and the European Commission. Professor Dermine is Laureate of the 1997 EIB Prize for his essay "Eurobanking: a new world".

* * *

The Global Challenge: Frameworks for International Human Resource Management

by Paul Evans, Vladimir Pucik and Jean-Louis Barsoux



After two decades of practical and theoretical developments in areas going from leadership development to organizational coordination, from mergers and acquisitions to global knowledge management, the field of human resource management needs reframing. **Paul Evans**, Shell Chair Professor of Human Resources and Organisational Development at INSEAD, joined forces with IMD's **Vladimir Pucik** to tackle this challenge.



Paul Evans

Their book "The Global Challenge: Frameworks for International Human Resource Management" is published by McGraw-Hill (February 2002). Leading executive and academic reviewers have described the book as "**a perfect guide for the complex journey of global development**" and "**the almanac for global thinking**". For details, [click here](#).

INSEAD KNOWLEDGE

[Click here](#) to see the latest faculty research

Entrepreneurship

Venture Opportunities at INSEAD

Professor Philip Anderson, the INSEAD Alumni Fund Professor of Entrepreneurship, is writing a book around his new MBA elective, "**Venture Opportunities and Business Models.**"



Professor Philip Anderson

The course focuses on assessing opportunities for growth ventures, whether they are startups, buyout/turnaround situations, or new businesses founded inside existing companies. It aims to help MBAs think about what distinguishes a great opportunity from a good one or a mediocre one.

Why do executives, not only entrepreneurs but also prospective investors, partners, channels, employees, underwriters, etc. get much more excited about some venture opportunities than they do about others? Phil is working with Abigail Leland, a recent INSEAD alumna, on interviews to develop insights and examples for the course and the book. Any alumni who have experience developing or assessing growth ventures are invited to participate by sending an email to : venture-opportunities@insead.edu expressing interest.

Either Abigail or Phil will interview alumni with relevant experience by telephone, usually for no more than an hour. In return for their contribution, Phil will provide access to the course lectures and cases in January/February, and working chapters of the book as they emerge. Again, if you are interested in participating, please do contact us by replying to the above email address.

INSEAD Entrepreneurship Newsletter



Starting spring 2003, the Entrepreneurship and Family Enterprise Department will be issuing the **INSEAD Entrepreneurship Newsletter**, to keep alumni interested in new ventures connected and up-to-date. The short newsletter will include upcoming Entrepreneurship events at INSEAD, upcoming research, and profiles on selected alumni.

Anyone interested in being included on the mailing list, or in providing suggestions for the newsletter, please send an email to: entrepreneurship-news@insead.edu

eLab@INSEAD

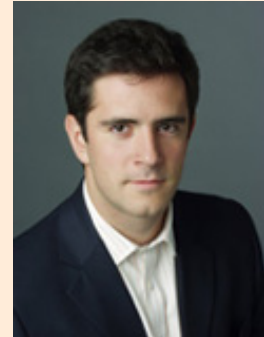
Digital Year in Review

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

Managing Intellectual Property

The copyright tussle encountered by Napster, Inc. in 2001, brought a lot of attention to the issues of P2P and Digital Rights Management. Learn from **Alexandre Quirici**, INSEAD MBA '00J, CFO of Digital World Services, about the challenges in managing intellectual property. [Click here](#).



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

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Campus

News from the Dean's office

During the meeting of the Board of Directors on October 21st, 2002, the Board has appointed **Cees van Lede** INSEAD MBA '67 and distinguished alumnus as Deputy Chairman. He will become Chairman of the Board in January 2004 replacing Claude Janssen. [Click here](#) for his profile.

Tree Planting Ceremony

One may remember that earlier this year an environmental association initiated judicial proceedings against INSEAD's North Extension, alongside the Boulevard de Constance. The school successfully defended its case and was able to recommence construction at the end of the summer.



'Environmental compensation', in the form of adding tracts of woodland to the forest, had been on the cards since the beginning of the project. It was the focus of an official inauguration, which took place on 6 November 2002, at Fontainebleau's Carrefour de la Liberation.

INSEAD demonstrated its commitment to the environment by implementing an ambitious scheme that includes the acquisition of 15 hectares of forest in Montigny Sur Loing, 1 hectare that is fully replanted at the Carrefour site, the establishment of a preservation programme for the existing campus and the cultivation of over 2,100 young trees, thus fulfilling its original pledge. Distinguished guests including national and local personalities as well as members of the INSEAD community, gathered to witness the planting of a tree, the first of many.

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Alumni Relations Newsletter

We have created a forum where you can vote on how you would like to receive this Alumni bi-monthly newsletter.

You can choose between the following options:

1. In the current format, inserted into an html email with an attached pdf file
2. Via email with a link to view the newsletter online, on the INSEAD website.
3. Via email with an attached pdf file.
4. Via email with an attached word document.

Please go to : <http://www.inseadumni.org/forums/showthread.php?s=&threadid=210>

You need to use your address book username and password to login

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Go to [INSEAD](#) website

Any Feedback?

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

To unsubscribe from this Newsletter:

Please enter your name and your email address