INSEAD

Alumni Magazine

2025–2026 EDITION


We bring together
people, cultures
and ideas to develop
responsible leaders
who transform
business and society.

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From the Dean

The past year has been nothing short of remarkable for the INSEAD community. Together, we've celebrated the 25th anniversary of our Asia Campus, welcomed our first GEMBA Flex cohort, and brought the academic year to a close with a major milestone in the Europe Campus Re-imagination: the inauguration of the Tour Desmarais and the opening of the Garden Pavilion.

We were delighted to welcome Paul Desmarais MBA'79, his wife, Hélène, and their family, whose exceptional generosity helped make this vision possible. These newly renovated buildings are now home to our Master in Management students on the Europe Campus.

Our faculty have also continued to shine. We were particularly proud to celebrate Philippe Aghion, The Kurt Björklund Distinguished Professor in Innovation and Growth at INSEAD, who was awarded the 2025 Nobel Prize in Economics. This achievement is a testament to his outstanding contributions and the calibre of research at INSEAD.

The generosity of our alumni and friends is helping us renew our campuses, expand access, and advance research. A transformational gift to accelerate the development of the Human and Machine Intelligence Institute (HUMII) will further strengthen our work in AI. I am equally grateful to Bansi Nagji MBA'93J for supporting HUMII and the San Francisco Hub.

My heartfelt thanks also go to John Singer MBA'78 for supporting the Negotiation and Conflict Management Collaborative, to Suzano for its commitment to research aligning business practices with sustainable development, to Euronext and the AMPA Foundation for opening doors through scholarships, and to Ji Hoon Lee MBA'10J for supporting the Europe Campus Re-imagination.

The year also brought adversity, including July's devastating fires in the Fontainebleau Forest. I am deeply grateful to the alumni who contributed to its reforestation.

These moments of achievement and adversity have reinforced that our community is strongest when we rally around a shared purpose. At a time of profound global change and uncertainty, that purpose matters more than ever. I'm confident that we can weather any challenges if we stand together as one.

Once again, thank you for all that you do for INSEAD. I look forward to celebrating many more milestones with you in the year ahead.

Francisco Veloso

From the Chair of the INSEAD Alumni Fund



In a world that feels ever more uncertain and divided, INSEAD alumni keep doing something quietly remarkable: they show up for the school, and for each other.

Giving Day 2026 proved it again. A record 3,944 donors raised €1.7 million. No single gift made that happen, but thousands did. Thank you to every one of you who gave, and to the volunteers who reached out to classmates, posted, nudged, and persuaded. You turned a fundraising campaign into a global bonding moment!

In 2027, Giving Day turns 10. Whereas the first edition drew a few hundred donors, in 2026 nearly 4,000 alumni gave. Over a decade, it has become a tradition: one week a year when alumni across countries and generations remember where they came from and help decide where INSEAD goes next.

And there is still so much we can do. Scholarships still need to open the door to talented people who could not otherwise come. Research still needs backing to tackle the questions business and society can't afford to ignore. And the Dean's Fund is still so important in giving the school the room to act quickly in a fast-changing world. All of this depends on us.

So, if you already give – thank you. Please continue doing so and saying so. Your gift inspires others to give too. If you haven't yet: make the 10th Giving Day your first. The size of the gift matters far less than the decision to make one. Let's make 2027 the biggest Giving Day yet!

Verena Butt d'Espous
MBA'07D

From the President of the INSEAD Alumni Association



At the foundation of any alumni association are the shared experiences, the shared language, and the 'no need to explain' jokes and abbreviations. What makes the INSEAD alumni community special is that, beyond the usual elements, we share a spirit of lifelong learning that continues long after our time on campus. This fosters a bond across generations and geographies, where networking and supporting each other is easy and logical. I am proud that the INSEAD Alumni Association helps nurture and strengthen this extraordinary global community.

Today, our 49 National Alumni Associations and nine Global Clubs sustain these bonds through professional exchange, networking, and community activities around the world. Behind them are dedicated volunteers whose time, ideas, and energy bring the INSEAD spirit to life every day.

One of my personal highlights this academic year was the annual Alumni Volunteers Meeting in May. It was a valuable opportunity for volunteer leaders from across our global network to exchange ideas, learn from one another, and reaffirm our shared commitment to strengthening the alumni community for current and future generations.

As the academic year unfolds, I encourage you to stay engaged and contribute in whatever way feels most meaningful to you. Every contribution makes a difference.

Together, we have the opportunity and responsibility to ensure that the INSEAD spirit continues to thrive for generations to come.

Frans Blom
MBA'90D and IDP-C'20Jun

From the Executive Director, Alumni Engagement and Learning

An alumni network thrives on the connections we make and the knowledge we share. Every time we exchange an idea, volunteer our time, or support a fellow alum, we grow and learn together.

Throughout the year, many of you came together through our National Alumni Associations and Global Clubs, the Alumni Forum in Oslo, Global INSEAD Day, and our Lifelong Learning programme, combining faculty expertise, peer learning, and insights from industry. Your curiosity and willingness to share brought these activities to life.

In 2026, I experienced my own 25-year MBA reunion both as the school's lead for reunions and as an alumna returning to celebrate with my classmates. Seeing old friends again was deeply special. Twenty-five years on, we were still discovering new sides to one another, sharing fresh perspectives, and forming new connections.

That is what makes INSEAD special: a sense of belonging that stays with us throughout our lives, with friendships, fresh perspectives, and opportunities to keep learning along the way.

In the year ahead, we will continue developing our Lifelong Learning programme and helping you stay in touch with one another, in person and through the MyINSEAD app.



Thank you for the curiosity and generosity you bring to our community.

Anne-Ev Enzmann MBA'01J



From the Chief Advancement Officer

Having spent part of my earlier career at INSEAD, it has been a real pleasure to return and reconnect with a place that means so much to so many of us. Since rejoining the school as Chief Advancement Officer in January 2026, one of the most rewarding parts of my role has been meeting alumni across our global community. Today, our global network spans more than 75,000 alumni in 187 countries.

Over the past few months, I have had the opportunity to see that community in action. Whether welcoming alumni back to campus for reunions in June and July or joining conversations at the Alumni Forum in Oslo, I have been struck by the strength of the connections that endure long after graduation. Seeing classmates reconnect, exchange ideas, and pick up conversations as if no time had passed was a wonderful reminder of what makes INSEAD so special.

Around the world, our alumni are making a difference in business and society. Through your leadership, the commitment of our volunteers, and the generosity that creates opportunities for students and supports groundbreaking research, you extend INSEAD's impact far beyond our campuses.

Thank you for the many ways you contribute to our community and help advance INSEAD's mission.

As we move through the new academic year, I look forward to meeting many more of you, hearing your perspectives and continuing to build on the achievements highlighted in this magazine.

Mark Roberts

Our Unique Global Network



National Alumni Associations

Argentina
Australia & New Zealand
Austria
Belgium
Brazil
Canada
China
Colombia
Croatia & Slovenia
Czech Republic & Slovakia
Denmark
Egypt
Finland
France
Germany
Greece
Hungary
Hong Kong
India
Indonesia
Israel
Italy
Japan
Korea
Lebanon
Luxembourg
Malaysia
Mexico
Nigeria
Norway
Pakistan
Peru
Philippines
Poland
Portugal
Romania
Russia
Saudi Arabia
Singapore
South Africa
Spain
Sweden
Switzerland
Thailand
The Netherlands
Turkey
United Arab Emirates
United Kingdom
United States

National Alumni Clubs

Bulgaria
Chile
Cyprus
Ireland
Serbia
Taiwan
Vietnam

Alumni Community



The INSEAD Alumni Community
A World Without Borders

For more than 75,000 alumni across 187 countries, the INSEAD alumni community is defined by the many ways its members stay engaged, contribute, and make an impact around the world.

Across generations, programmes, and geographies, alumni give their time, share their expertise, support the school and one another, and distinguish themselves through their achievements. Nearly 5,000 alumni volunteers play an essential role in strengthening this global community, alongside the many alumni whose contributions and accomplishments continue to inspire others.

In this section, we celebrate the many ways alumni contribute to the life of the INSEAD community – through their engagement, leadership, achievements, and commitment to making a difference.

Together, they reflect the energy, diversity, and spirit of INSEAD – bringing together people, cultures, and ideas, and carrying the school's mission to transform business and society.

75,000
Alumni

187
Countries

49
National Alumni Associations

9
Global Clubs

5,000
Volunteers



Alex Zhigarev MBA'10D.



Mafalda Tenente MBA'06J.

The Power of Collective Impact

Celebrating our Alumni Volunteers

Nearly 5,000 alumni volunteers are the beating heart of INSEAD's global community. Here, we celebrate their remarkable contributions and the lasting impact they have around the world.

INSEAD firmly believes in the power of giving – and this is perfectly embodied by our alumni volunteers. From Europe and Asia to the Middle East, Africa and the Americas, they drive our global network forward, generously dedicating their time, expertise, and passion to strengthening connections and supporting the school's mission.

Their contributions span every stage of the INSEAD journey – and whether they are giving of their time, sharing knowledge, or opening doors for others, what unites them is a desire to give back to a community that has shaped their own lives.

A Collective Impact

This commitment takes many forms. Some alumni lead one of our 49 National Alumni Associations (NAAs), or our seven National Alumni Clubs, while others contribute to our nine Global Clubs, which span sectors such as energy, healthcare, technology, women in business, and entrepreneurship. Many support the INSEAD Alumni Fund (IAF), serve as class and reunion volunteers, interview and mentor prospective students, or lend their experience as marketing and event ambassadors.

Through events, learning opportunities, meaningful conversations, and shared experiences, NAA and Global Club volunteers strengthen our global alumni community and foster lifelong learning.

For **Alex Zhigarev MBA'10D**, President of the Entrepreneurship Global Club, volunteering is an opportunity to share his knowledge and experience with others.

"I've spent about 10% of my working time volunteering, including almost seven years with INSEAD Entrepreneurs in Residence. Somewhere along the way, I realised that what I'd learned

as a founder and VC didn't have to stay locked inside my own companies. If I use it to help other founders, it multiplies – instead of building one company, I'm helping build a hundred," he said.

For **Mafalda Tenente MBA'06J**, President of the INSEAD Alumni Association Switzerland, volunteering is also about a sense of belonging that continues to deepen long after graduation.

"Each year since graduating, my personal community has steadily expanded – not just in numbers, but in depth – with every new volunteer role I have taken on. I'm fortunate to help shape our community in ways that foster richer, more meaningful interactions for everyone," she shared.

Together, their experiences reflect the many ways volunteering enables alumni to share what they have learned, deepen their connection with the school, and give back to the INSEAD community.

Susanne Hannestad AMP'06Jul.





Volunteers at the AVM in Oslo.

Volunteers in Action

The breadth of our volunteer community was on full display at the INSEAD Alumni Forum, held in Oslo in May 2026 and organised in close collaboration with the INSEAD Alumni Association Norway, led by its President, **Susanne Hannestad AMP'06Jul**.

Ahead of the Forum, volunteers curated a series of conversations exploring some of today's most pressing challenges. Global Clubs and alumni networks addressed topics ranging from AI, leadership, and identity, to the energy transition, human-centric governance, women in business, and the future of work. (Read more about the Forum on page 23.)

Held alongside the Forum, the Annual Alumni Volunteers Meeting (AVM) brought together representatives from across the volunteer network – from the INSEAD Alumni Association and NAAs to National Alumni Clubs, Global Clubs, and the INSEAD Alumni Fund. The gathering reflected the breadth of alumni volunteering and offered an opportunity to exchange ideas, learn from one another, and celebrate a shared commitment to INSEAD.

IAF volunteers, for example, encourage alumni to give back through personal outreach to classmates and fellow alumni, helping to foster a culture of philanthropy that supports students, research, and the wider INSEAD experience.

In France, **Vincent Lapras MBA'96J**, who leads IAF France, organised a donor reception in Paris, generously hosted by Banque Transatlantique. The event brought together supporters, INSEAD leaders, and faculty, including Associate Professor **Alexandra Roulet**, for an engaging evening of updates from the school and lively discussions on the economic outlook for the country.

Class and reunion volunteers, meanwhile, help sustain the bonds formed at INSEAD long after graduation. Their influence extends beyond the social connections within their own classes: reunions offer an opportunity not only to renew friendships on campus, but also to harness the collective power of philanthropy in support of INSEAD's mission and future.



Florence Bares MIM'21.

Making a Difference Worldwide

That spirit of engagement can begin even before graduation. Some INSEADers start out as Robin Hood volunteers, mobilising their classmates around student giving, before bringing the same leadership and enthusiasm to their roles as Young Alumni Ambassadors and, later, reunion volunteers. (Read more about Robin Hood Campaign on page 64).

Alumni interviewers play another important role, helping the school connect with and inspire future participants. By sharing their own INSEAD experience and taking part in the admissions process, they offer prospective students a valuable first introduction to the network they may one day join.

For **Florence Bares MIM'21**, interviewing future students is also a reminder of how the alumni community continues to grow.

"The MIM community is growing – I see more and more MIMs at alumni events. Often, when I'm interviewing a MIM candidate, I think: 'I would've loved to study with you – and I can't wait to meet you one day at an Alumni Forum!'" she said.

For **Mark Roberts,** Chief Advancement Officer at INSEAD, the value of volunteering can often be seen in the quieter moments behind the scenes.

"What I find so special is seeing – and hearing about – all the ways our alumni volunteers bring this community to life: the WhatsApp exchanges that keep classmates connected, the events they organise, and the way they rally their peers around Giving Day or class fundraising. Much of this happens quietly, but together it makes an enormous difference."

Across the globe, alumni volunteers have brought that spirit to life through a wide range of initiatives over the past year.

In Indonesia, the INSEAD Alumni Association partnered with the Stanford Alumni Club Indonesia to host a Strategic Futures Forum on energy resilience. Bringing together policymakers, investors, industry leaders, and global experts, the discussion explored how emerging economies can strengthen energy security while transitioning towards cleaner systems. **Karolina Astaman TIEMBA'24**, President of the INSEAD Alumni Association Indonesia, moderated the conversation.

Meanwhile, the INSEAD Alumni Association Switzerland, together with the country's INSEAD Women in Business Club, launched the first Swiss cohort of the ON TRACK

NAA Indonesia.



programme. Designed for alumni with young children, the programme creates a dedicated space to reflect on balancing career ambitions, family life, and personal wellbeing through peer discussions and expert-led sessions.

In Luxembourg, the INSEAD Alumni Association launched its inaugural Book Club, featuring a discussion with INSEAD Professor **Phanish Puranam** on his latest book, *Re-Humanize: How to Build Human-Centric Organizations in the Age of Algorithms*. Alumni were invited to reflect on the evolving relationship between technology, organisations, and human potential, marking a strong start for what is set to become a flagship initiative for the Luxembourg alumni community.

And in the UK, 60 alumni came together for a visit to Chilworth Manor Vineyard in the Surrey Hills. Hosts **Mia and Graham Wrigley MBA'89D** shared their journey from meeting as INSEAD MBA students to building careers and a family in London, before moving to Chilworth Manor and establishing the vineyard. The visit offered a personal glimpse into how INSEAD connections can evolve into shared lives, exciting ventures, and new chapters long after graduation.

Looking Ahead Together

Across all these activities, one thing remains constant: volunteers give their time, knowledge, and energy because they care deeply about INSEAD and the people who make up its global community.

To our volunteers, thank you for the time, commitment, and enthusiasm you have brought to the school this past academic year, and for the integral role you continue to play across the network.

Every contribution makes a difference, whether visible or behind the scenes. Your dedication helps our alumni community grow in strength and meaning around the world, and we look forward to continuing this journey together in the academic year ahead.



From left to right: Mia Wrigley MBA'89D, Nermeen Varawalla MBA'00D, President of the NAA UK, and Graham Wrigley MBA 89'D.

Want to get involved?

If you'd like to support INSEAD and the alumni community – whether by helping to recruit outstanding students, volunteering with a National Alumni Association or Global Club, supporting fundraising efforts, or reconnecting with your class – please visit this page.

Scan to learn more about becoming a volunteer.

Women in Business, INSEAD Global Club, in Oslo.



NAA Switzerland.



Leading by Example

Alumni Recognition Awards 2025/2026

At the Alumni Forum 2026 in Oslo, INSEAD honoured some of its most inspiring alumni whose achievements and contributions exemplify the school's values of leadership, service, and impact.

INSEAD develops leaders who drive positive change around the world. Today, many alumni continue to make a profound impact through their professional achievements, entrepreneurial ventures, and service to society and the INSEAD community.

Some of these inspiring leaders were honoured at the eighth edition of the INSEAD Alumni Recognition Awards, held during the Alumni Forum 2026 in Oslo, Norway. Established in 2018 as a joint initiative between INSEAD and the INSEAD Alumni Association, the awards recognise alumni whose exceptional achievements have made a significant impact on business, society, and the INSEAD community itself.

This year's awards recognised eleven recipients across six categories, all of whom have demonstrated excellence and impact in their respective fields. Most awards were presented during the Alumni Forum in Oslo.

Serving the INSEAD Community

The **INSEAD Alumni Volunteer Leader Award** celebrates individuals who have demonstrated outstanding commitment to the school and its global alumni network. Five recipients were honoured this year, each of whom have gone above and beyond in supporting INSEAD's mission and vision.

From left to right, Dean Francisco Veloso, Justine Xiao MBA'15J, and Frans Blom MBA'90D and IDP-C'20Jun.



Philippe Mauron MBA'95J was selected for his dedication to the INSEAD Alumni Association of Switzerland, where he has served for more than 18 years – as a reunion volunteer, Board Member, Vice President, and, most recently, President.

Reflecting on his contributions, Philippe shared: *"For me, it's important to volunteer because that's the way that I've chosen to give back to INSEAD and to engage with the community – it's essential that the values of the school are being supported and represented."*

Philippe Mauron MBA'95J.





Olivier Van Grembergen EMBA'08.



Alexis Lhoyer MBA'13D.



Megan Pillsbury MBA'07J.

Justine Xiao MBA'15J, Alexis Lhoyer MBA'13D, and **Olivier van Grembergen EMBA'08** were also recognised for their collective leadership in revitalising the INSEAD Alumni Association in Singapore. Through open governance and renewed programming, they have managed to reenergise alumni engagement and rebuild a culture of belonging. Justine, who received the award on the trio's behalf, said: *"The reason why we got this award is really due to a collective effort."*

In addition, **Caroline van Scheltinga MBA'88J**, who was unable to attend the ceremony, was lauded for her outstanding contribution to alumni engagement and philanthropy in the U.S. Her roles as President of the INSEAD Alumni Fund and the INSEAD Management Education Fund have helped strengthen a culture of giving and shared responsibility; today, the U.S. ranks among the top countries globally by number of donors.

Celebrating Entrepreneurial Success

The next accolade, the **INSEAD Alumni Global Entrepreneurship Award**, was presented to **Siddharth Jain MBA'06J** for transforming India's INOX Group – a conglomerate focusing on fluoropolymers, chemicals, wind energy, and renewable power – into a globally competitive, multibillion-dollar enterprise. Since taking the helm in 2001, he has successfully steered three businesses – INOX Air Products, INOXCVA, and PVR INOX – to market leadership through a series of bold expansion plans, including a U.S. cryogenic plant acquisition and the landmark PVR–INOX merger.

"INSEAD truly completed me as a person. The first global acquisition that we made at INOX Group, the first expansion out of India that we did – these were all the outcome of my learning at INSEAD. I'm immensely grateful for the knowledge that I've gained," Siddharth said.

Megan Pillsbury MBA'07J, who was unable to attend the ceremony, was honoured with the **INSEAD Alumni Emerging Entrepreneur Award**, which recognises entrepreneurial ventures that are less than five years old. Megan founded Dunya Analytics in 2023 – a pioneering SaaS platform that makes nature risk assessment and reporting accessible and scalable for companies of all sizes. At a time when biodiversity loss is emerging as a critical financial risk, her venture is a compelling example of entrepreneurship in service of the planet.

Business as a Force for Good

Jinna Li MBA'19J and **John Mairlot MBA'19J** received the **INSEAD Alumni Young Achievement Award**, which is given to young alumni who have demonstrated exemplary achievements in their profession or community. As co-founders of Endgame Capital, Europe's only investment firm dedicated exclusively to near-market climate technologies, the duo have showcased exceptional vision and leadership, closing their first fund within months of launch and backing seven climate technology ventures.

Caroline van Scheltinga MBA'88J.



Siddharth Jain MBA'06J.





Jinna Li MBA'19J and John Mairlot MBA'19J.



Mark Roberts, INSEAD's Chief Advancement Officer.

Jinna credits INSEAD's close-knit community as one of the drivers of her company's success. *"The community of INSEAD is a tremendous force. I'm from Canada and John is from Belgium, and we have really seen support from both sides of the Atlantic. It's been fantastic,"* she shared.

The prestigious **INSEAD Alumni Achievement Award** – which is bestowed upon some of the most inspiring and accomplished leaders in the INSEAD community – went to **Said Darwazah MBA'84D**, who was unable to attend the ceremony in person. Through his leadership of Hikma Pharmaceuticals, Said has helped make essential medicines accessible to millions of patients across the Middle East, North Africa, and beyond. He also founded the Healthcare Accreditation Council, which has raised healthcare standards across the MENA region, and previously served as Minister of Health for Jordan. As the Awards Committee noted, Said's career is a powerful example of using business as a force for good, combining commercial excellence with genuine service to society.

In keeping with the theme, the **INSEAD Alumni Force for Good Award** was presented to **André Hoffmann MBA'90D** at a pre-Forum event in Oslo. André has earned widespread international recognition for championing biodiversity and rethinking the role of business in society, combining his prominent career as Vice Chairman of Roche Holding with enduring environmental philanthropy. His leadership roles include Chairman of the Advisory Board of the INSEAD Hoffmann Institute, President of Fondation Tour du Valat, and Co-Chair of the World Economic Forum. In 2018, he and his wife, Rosalie, made a foundational gift that established the Hoffmann Institute at INSEAD. *"If we want to serve society at large and contribute to humanity, we have to move away from shareholder value and towards societal value,"* André remarked.

Creating a Lasting Impact

Closing the ceremony, **Mark Roberts**, INSEAD's Chief Advancement Officer, praised the award recipients and reflected on the significance of their contributions. *"Congratulations once again for demonstrating how leadership, ambition, and purpose can create lasting impact,"* he said.

As the ceremony concluded, attendees left with a shared sense of purpose, energised by stories of leadership and service that will continue to inspire generations of INSEADers for years to come.

Watch highlights of the Alumni Recognition Awards 2025/2026 here.

Said Darwazah MBA'84D.



André Hoffmann MBA'90D and Frans Blom MBA'90D and IDP-C'20Jun.



IMPACT STORY

David Nothacker MBA'15J: From INSEAD Case Study to European Freight Leader

David Nothacker MBA'15J arrived at INSEAD in 2014 as a Senior Strategy consultant eager to absorb everything the school had to offer. What he couldn't have foreseen was that a classroom case study would spark the creation of sennder, one of Europe's fastest-growing logistics technology firms, which generates over €1 billion in yearly revenue today. More than just a place to hone business skills, INSEAD ignited David's entrepreneurial drive, connected him to a global network, and instilled the resilience he would come to rely on.



The seed of the idea behind sennder was planted during an early assignment on BlaBlaCar, a leading community-based travel network founded by fellow INSEAD alumni, **Frédéric Mazzella MBA'07D**. The task: explore potential business opportunities inspired by BlaBlaCar's model. David and his teammates proposed a simple concept: harness unused space in vehicles to move parcels. What began with private cars soon shifted to buses, and eventually trucks, opening the door to the vast, fragmented world of European road freight.

By the time graduation came, the idea had taken on a life of its own. David and a classmate committed to launching the venture in Berlin. Backed by insights gained at INSEAD and bolstered by the school's global network, sennder was born in 2015.

In the early days, despite securing a partnership with FlixBus and opening offices in Berlin and Hamburg, sennder struggled. Customers were scarce, revenues limited, and with half a dozen people on the team at that time, the company faced the very real threat of insolvency.

Following advice from his entrepreneur father, David met with an angel investor, a conversation that led not only to a €500,000 investment but also to the arrival of two new co-founders, Nicolaus Schfenacker in September 2016 and Julius Koehler in January 2017.

From there, sennder began to gain traction, and in 2017, the company made a critical strategic pivot. By building technology that connected major clients like AbInBev with thousands of small, often family-run, trucking businesses, sennder brought efficiency to a traditional industry. Automation of processes streamlined operations and cut costs, positioning sennder as a trusted partner in supply chain logistics.

Growth followed quickly. The acquisitions of Uber Freight Europe and CH Robinson's European operations, along with a landmark joint venture with Poste Italiane, expanded sennder's footprint across the continent. At the same time, the company took bold steps in sustainability, helping decarbonise one of the world's most carbon-heavy sectors.

The values David absorbed at INSEAD continue to shape sennder's culture today. Its three-year vision includes becoming an employer of choice, with a strong focus on diversity, entrepreneurship, and continuous learning.

To those just beginning their careers or contemplating entrepreneurship, David is candid: *"If you want to make the most of your life, become an entrepreneur. But know that it's harder, and takes longer, than you think."* INSEAD, he says, offers far more than tools and frameworks; it builds the resilience and community that turn ideas into impact.

2025
/2026

INSEADers of the Month

Celebrating our own in 2025/2026

In this section, we celebrate the exceptional achievements and contributions of our alumni. Each month, we spotlight an individual or group whose leadership, innovation, and dedication bring INSEAD's mission to life.

From improving lives and advancing more sustainable futures to strengthening communities and supporting the next generation, this year's IOTM honourees demonstrate the many ways purposeful leadership can create meaningful and lasting change across industries and geographies.

Read on to discover their stories, the paths they have forged, and the enduring connections with INSEAD and one another that continue to shape their journeys.



Bansi Nagji MBA'93J

Kicking off the academic year was INSEADer of the Month for September, **Bansi Nagji MBA'93J**. As CEO of PANTHERx Rare, one of the largest specialty pharmacies in the U.S., Bansi's dedication to patients with rare and orphan diseases has set new benchmarks for the industry. Under his leadership, PANTHERx has won the MMIT Patient Choice Award for eight of the last nine years, maintained a Net Promoter Score in the mid-nineties, and doubled in size. Before PANTHERx, Bansi held senior roles at McKesson and GoodRx, working throughout his career to improve how patients access medicines amid complex insurance and supply chain challenges.

Bansi has also given close to 25 years of support to INSEAD, serving on the Campaign Board, as a Founding Donor of the San Francisco Hub, funding scholarships, and now as an INSEAD Board Member.



Veranita Yosephine EMBA'16

As we celebrated the 25th anniversary of the Asia Campus, INSEADer of the Month for October was **Veranita Yosephine EMBA'16**. Months after graduating, she became the first woman to lead an airline in Indonesia, taking the helm of AirAsia Indonesia as CEO and guiding the company through the Covid-19 pandemic to profitability. In 2024, AirAsia was recognised as one of Southeast Asia's most punctual airlines. Earlier in her career while working at Danone, Veranita launched the HeForShe movement in Indonesia, which grew into a global partnership with UN Women and shaped parental leave policies across the company. In 2025, she stepped into a new role as Director of Enterprise & Business Service at Telkom Indonesia. She describes her leadership philosophy simply: trust your own timeline, be afraid but do it anyway, and lead with purpose.



Marcelo Paiva MBA'03J

In November 2025, the world turned its eyes to Belém, Brazil for COP30 – a fitting backdrop for INSEAD to celebrate **Marcelo Paiva MBA'03J**, Co-Founder and Managing Partner of A10 Invest and Co-Chair of Sigma Lithium, a global leader in sustainable lithium production. For Marcelo, it was a full-circle moment, harking back to when he volunteered at the 1992 Earth Summit in Rio at just 18.

At 39, he left investment banking to build Sigma Lithium with co-founder Ana Cabral. The company is now one of the world's leading producers of Quintuple Zero Green Lithium, which is made without carbon emissions, coal power, tailings dams, potable water use, or hazardous chemicals. It also retrains local talent and supports women entrepreneurs across the region.

As he puts it, *"if you stay true to your values and surround yourself with people who share them, real change happens."*



Désirée Konrad EMFin'19

Closing out 2025, INSEAD honoured **Désirée Konrad EMFin'19**, who has been named as one of the 2025 Rising Talents by the Women's Forum for the Economy & Society – a global recognition for exceptional women under 40 shaping the future with courage and purpose. Born into a modest German-French family, she knew by age 16 that she wanted to pursue a career in finance – one that was international and purpose-driven. She funded her studies by working nights and weekends, learned six languages, and built a career spanning Germany, France, the UAE, Brazil, Turkey, the Nordics, and Singapore, before earning the EMFin Merit Scholarship at INSEAD in 2019.

At 35, she became Board Member and CFO at Sto Group, a SDAX-listed company with almost 6,000 employees, and will soon take on additional responsibility for HR. For her, leadership isn't about the leader at all; *"it's about the positive impact you create for others."*



Romain Liot MBA'10J

We opened 2026 by celebrating **Romain Liot MBA'10J**, a fashion entrepreneur who has spent more than a decade proving that data, creativity, and sustainability can scale together. After starting out in consulting, he co-founded Adore Me in New York, growing it from an early digital disruptor into a $300 million business known for its inclusive sizing and early commitment to sustainability. Under his leadership, Adore Me became the first B Corp certified lingerie brand in the U.S., before being acquired by Victoria's Secret in 2023.

Today, Romain devotes his time to advising, mentoring, and teaching, supporting early-stage ventures at the intersection of fashion, innovation, and climate tech. INSEAD remains woven throughout his journey: several of his closest collaborators at Adore Me were fellow alumni, as are some of the founders he now advises. His view on the industry's path forward is simple: growth and responsibility are never a trade-off; instead, they reinforce each other.



Radostina Kumchev MBA'07D & Pavlin Kumchev MBA'11J

With Valentine's Day falling in February, it was a fitting month to celebrate a love story rooted in shared values and global curiosity. Radostina and Pavlin met on Valentine's Day 2012 at a London party of 300 guests, and found each other as the only two INSEAD alumni in the room. *"When you meet someone from INSEAD, with that entrepreneurial spirit and curiosity about the world, something just clicks,"* Radostina recalls.

Both Bulgarian, they went on to build international careers in finance: Pavlin as Managing Director at Brigade Capital, and Radostina as Vice President at Moody's Investors Service in London. Together, they are raising two sons with a family motto that guides everything they do: work hard, have a goal, don't give up, and be good to others.

Now settled across Europe, they give back through scholarships and mentoring in Bulgaria and at INSEAD. Their advice to today's students: dream big and stay truly connected to the people who matter.



Lata Gullapalli MBA'02J

March brings together two threads at INSEAD – women's leadership and the school's Giving Day – and **Lata Gullapalli MBA'02J** embodies both. Over two decades, she built a career in investment banking, financial restructuring, and M&A advisory, later serving as Chair and Non-Executive Director across several organisations. At a time when women were underrepresented in finance, she made a defining choice early on. *"Instead of focusing on being the only woman in the room, I chose to focus on ability. If you lead with ability, you will be impactful."*

That conviction now shapes her work as a mentor and coach, and she teaches a course called 'How to Think Rather Than What to Think'. She credits INSEAD with sharpening her intellectual discipline and gives back through scholarships and the Dean's Fund. For Lata, generosity needs no justification: *"I don't think it's about giving back. It's just giving."*



Jean-Michel Autelli MIM'26

Fresh off the energy of Giving Day 2026, INSEAD spotlighted **Jean-Michel Autelli MIM'26**, the youngest INSEADer of the Month ever featured. Born into a French-Tajik-Italian family in Moscow, he embodies the international mix that defines the school. *"At INSEAD, everyone is a minority,"* he says – a sentiment that shaped his 10 months on campus, during which he contributed to 10 projects, most notably leading the Robin Hood MIM Campaign to 100% class participation and raising €36,800 for scholarships. His approach is simple: *"You have to make it fun. If people enjoy being part of it, they engage."*

As an alumnus, he has stayed connected with the school, joining the INDEVOR Alumni Club Executive Board. He is now building a sustainability-focused startup of his own.



Susanne Hannestad AMP'06Jul

The INSEAD Alumni Forum, held in Oslo in May, provided a fitting occasion to celebrate **Susanne Hannestad AMP'06Jul**, President of NAA Norway, whose energy and commitment played a key role in the event's success.

A former Norwegian national handball player, Susanne has carried the discipline, resilience, and team spirit of sport into an international career spanning insurance, financial services, fintech, and board leadership. After attending the Alumni Forum in Geneva in 2019, she became convinced Norway could host it too and, as NAA Norway President from 2020, helped turn that ambition into reality.

Her engagement with INSEAD extends further: she helped bring IN-BOARD Nordic to Norway and contributed to a BCG and Hoffmann Institute report on climate action. As she says, *"You can tap into so much insight, so many ideas, and such an extraordinary network."*



Carlos Montemayor MBA'96J

Thirty years after graduating, **Carlos Montemayor MBA'96J** returned to Fontainebleau in June 2026 for his reunion. He initially enrolled at INSEAD with one clear ambition: to become an entrepreneur. *"I came to INSEAD as an engineer and left with the tools, knowledge. and confidence to become an entrepreneur,"* he says. *"It changed my professional path completely."*

That pivot led him to found and scale multiple technology businesses, including Sinope Systems, later sold to Aether Systems, and Inflection Point, later acquired by Perficient. Alongside building companies, he has supported high school girls in engineering and youth robotics initiatives, and volunteered with the INSEAD Alumni Association for 15 years, including as President of the U.S. NAA.

During that reunion, Carlos's class honoured the memory of classmate **Kieran Smith MBA'96J** by creating the MBA'96J Endowed Scholarship – a fitting way to make Kieran proud.



Ines Kolmsee MBA'01J

Ines Kolmsee MBA'01J returned to the Europe Campus in June 2026 for her 25th reunion, after decades spent leading complex industrial companies. Her career has ranged from restructuring SKW Stahl-Metallurgie ahead of its 2006 IPO to serving as Chief Technology Officer at EWE and on the Executive Board of Aperam – all while pushing for greater female representation in male-dominated industries. The pandemic reshaped her path. *"I wanted to be on the right side of climate change mitigation and contribute more directly to the decarbonisation of industry,"* she says.

That conviction led her to Matterwave Ventures, where she now invests in climate technology and resource efficiency, backing companies like Xampla, which develops plant-based alternatives to single-use plastics. Returning to Fontainebleau for the reunion deepened her appreciation for the INSEAD community: *"the people you meet can remain part of your life for decades."*

IMPACT STORY

Anne Margo Reintsema MBA'08J: From patient care to responsible healthcare innovation



Healthcare is the thread that runs through **Anne Margo Reintsema MBA'08J**'s career. She started out as a gynaecologist at an Amsterdam hospital, caring for patients. Over time, her interest grew to include the management and organisation of care – a path that would take her to INSEAD and into healthcare innovation.

"My heart is in healthcare," she said.

In 2005, she joined Bain & Company to learn about management and strategy. When the firm offered to sponsor her MBA, she visited INSEAD's Fontainebleau campus. *"It was love at first sight!"* she recalled.

At INSEAD, practical learning and an international classroom broadened her perspective. The experience also helped clarify her direction: healthcare would remain her focus, with a new understanding of how she could contribute through management. She hoped to help create the conditions in which *"doctors and nurses can do what they do best and spend more time with patients, rather than on administration".*

After graduating, Anne Margo joined the Parthenon Group, gaining international experience in launching healthcare facilities from the ground up. She later settled in Germany, working in consulting and healthcare organisations, including as a medical director for the hospital group Schön Klinik.

These experiences brought her medical background and management education together. Today, she focuses on digital transformation in healthcare and advises startups on market-entry strategies. Her work with technology-focused businesses has led her to consider the growing role of AI in care.

"Considering staffing and budget limitations, and the aging population, I believe we can't do healthcare without AI in the future," she said.

Her optimism comes with a clear sense of responsibility. *"However, AI is used in healthcare, there must always be a 'human in the loop', and there are certainly safety and security concerns."*

Alongside her professional work, Anne Margo is actively involved in INSEAD initiatives. A core member of the INSEAD Healthcare Alumni Network, she recently joined the INSEAD Global Healthcare Community executive committee, where she is establishing a mentoring scheme. She also supports women in the workplace through INSEAD Women in Business.

Meeting alumni and students leaves her re-energised and full of possibilities. *"INSEAD has been a life-changing experience and is now really part of my DNA,"* she said.

Lifelong Learning, Lifelong Connection



Group of MBA'21D Alumni reunited on the Fontainebleau campus.

Alumni Forum 2026

Leadership, Balance and Disruption in a New Era

Held on 15 and 16 May in Oslo, Norway, the INSEAD Alumni Forum 2026 was a powerful reminder that leadership today demands clarity, resilience, and trust.

The world is changing more rapidly than ever. Geopolitical shifts are reshaping power dynamics, while AI is redefining the boundaries of innovation and influence. Against this backdrop, over 700 alumni and guests from 64 countries converged in Oslo for the INSEAD Alumni Forum 2026, where they explored the importance of embracing uncertainty, building resilience, and recalibrating strategies in this new era.

As INSEAD's flagship annual alumni gathering, the Forum brings together faculty, thought leaders, and alumni from around the world. Oslo provided a fitting backdrop, in a country that has become a living laboratory for the energy transition, innovation, and resilience.

Themed *"Leadership, Balance and Disruption in a New Era,"* the forum featured 42 speakers from across sectors who shared how they are adapting to technological, ecological, and economic shifts. Across two days of dialogue, challenge, and connection, participants explored how leaders can navigate a world increasingly shaped by geopolitical fragmentation, technological disruption, and the need to move towards cleaner energy solutions.

The Importance of Trust in Leadership

The gathering began on 15 May with a series of pre-forum events featuring INSEAD's global clubs. From governance to AI, the programme explored some of today's most pressing challenges.

It also included the launch of "Delivering the Energy Transformation: Powered by Competitiveness, Paced by Trust," a joint report by INSEAD, Boston Consulting Group (BCG), and the Hoffmann Institute, unveiled at the Munch Museum. Drawing on interviews with more than 40 senior energy executives, the report issued a clear call to action for business and policy leaders ahead of COP31.

Scan to read the report.





The audience at the Oslo Alumni Forum 2026.



From left to right, Pattabi Seshadri, Birgitte Ringstad Vartdal, and Helge Lund MBA'91J, Munch Museum.



Narayan Pant and Maria Borge Andreassen MBA'10D.

The report's findings were brought to life in a panel discussion featuring, among others, **Pattabi Seshadri**, Managing Director and Senior Partner and Global Leader of BCG's Energy Practice, **Birgitte Ringstad Vartdal**, President and CEO of Statkraft, **Helge Lund MBA'91J**, former Chairman of BP and former CEO of Statoil and BG Group, and **André Hoffmann MBA'90D**, Vice Chairman of Roche Holdings Ltd and Chairman of the Hoffmann Institute Advisory Board. The message was clear: leaders must separate signal from noise, scale solutions that are already viable, and work with policymakers to shape fair and effective rules.

Emilie Mehl MBA'26D and Mark Roberts.



The official Forum began that afternoon, with co-emcees **Narayan Pant**, Professor of Management Practice at INSEAD, and **Maria Borge Andreassen MBA'10D**, Partner and Leader of the Strategy practice at PwC Norway, welcoming participants.

Highlights included a candid chat with **Helge Lund MBA'91J** on leading complex organisations through the energy transition. Using a memorable analogy, he encouraged leaders to spend more time in the "engine room', understanding the operational frontlines of their business, as well as on the "balcony", stepping back to see the bigger picture. He also urged business to play a more visible role in public debates on energy and climate.

The challenges of leadership under pressure took centre stage in a subsequent conversation with **Emilie Mehl MBA'26D**, Norway's former and youngest Minister of Justice and Public Security. Speaking with **Mark Roberts**, Chief Advancement Officer, she reflected on navigating crises and making difficult decisions, highlighting how trusted advisers, complementary skills, and the confidence to tackle complex problems can make all the difference.



From left to right, Adam Goldstein MBA'88J, Admiral Haakon Bruun-Hanssen, Pattabi Seshadri, and Karel Cool.



Justine Xiao MBA'15J.



From left to right: Birgitte Ringstad Vartdal, Satoshi Koyama MBA'03, Heikki Malinen, and Narayan Pant.

These themes continued in a discussion moderated by Narayan, featuring **Birgitte Ringstad Vartdal**, President and CEO of Statkraft AS; **Heikki Malinen**, President and CEO of Neste Corporation; and **Satoshi Koyama MBA'03D**, Group CEO, Mineral Resources Group and Corporate Lead, AI Strategy and Energy Transformation of Mitsubishi Corporation. Together, they unpacked what it truly means to lead in a new era of complexity. Despite their different industries, all three emphasized the same fundamentals: clarity, talent, shared values, truth, and transparency.

Of course, the crucial topic of energy security was also top of mind. **Huibert Vigeveno**, CEO of MET Group, joined **Mark Stabile**, Dean of Degree Programmes and Dean of the Europe Campus, to discuss the evolving global energy system. Huibert called for closer dialogue between governments and business, while striking an optimistic note: with strong leadership and a shared sense of purpose, practical solutions are well within reach.

Finally, Narayan joined **Morten Hansen**, Senior Director at Apple, for an honest fireside chat titled "What's Left Unsaid," which was carried out under the Chatham House Rule.

Across the day, one theme stood above all: trust. **Maria Borge Andreassen MBA'10D** summed up, *"If we have more trust in society and in each other, we can solve the problems we see in the world today."*



Huibert Vigeveno and Mark Stabile.



Martin Murray MBA'15D and alumni at the Networking Lunch.



From left to right, Benedetto Conversano, Gabriella Matyas Kollar EMBA'18, Bart Veenman, and Ville Satopää.

Turning Ambition Into Action

While Day One focused on trust as the foundation for leadership and societal progress, Day Two explored how organisations can translate ambition into action through AI, innovation, and entrepreneurship. Co-hosted by Mark and Maria, it opened with a topic that was top of mind for many delegates: AI. Professor **Ville Satopää** reframed AI as not only a technological challenge, but also an organisational and leadership one.

The AI theme continued in a panel featuring **Bart Veenman**, AI Advisory Lead at KPMG Netherlands; **Gabriella Matyas-Kollar EMBA'18**, Head of AI at Shiwaforce; and **Benedetto Conversano**, Business Technology Strategic Advisor at The Braveheart CIO Group. The panellists stressed that AI is not simply about technology, but also about redesigning organisations with intelligence at their core.

Thereafter, **Dean Francisco Veloso** took the stage alongside **Kristin Skogen Lund MBA'92J**, Chair of the INSEAD Board of Directors, and **Lily Fang**, Dean of Research and Innovation, for "The Future We Build: INSEAD Insights". Moderated by **Anne-Ev Enzmann MBA'01J**, Executive Director of Alumni Engagement and Learning, the session explored how INSEAD is evolving – embedding AI in teaching and research, advancing sustainability, and reimagining the Europe Campus as a sustainable, future-ready environment that inspires connection and collaboration. As Kristin noted, *"The secret sauce of INSEAD is its people, its connections, and its campuses. No more than 12 per cent of any given class comes from the same nationality. We must continue bringing people together without compromising on quality or diversity."*

The afternoon continued with six parallel sessions spanning entrepreneurship, innovation, AI, leadership, the energy transition, and Norway's role as a testing ground for change.

The "Look to Norway" panel examined the country's role as a living laboratory for energy security, digital maturity, and capital flows. Featuring **Andre Gill** of PwC Norway alongside leaders from Å Energi and Eviny, the discussion highlighted how collaboration across business, policy, and technology can accelerate meaningful change.

The closing session featured Norwegian alpine ski racers and Olympic medallists **Aksel Lund Svindal** and **Aleksander Aamodt Kilde**, who shared how insights from elite sports can also be applied to the business context. The duo had a humble, honest conversation about the importance of mental robustness when

From left to right, Kristin Skogen Lund MBA'92J, Lily Fang, and Dean Francisco Veloso.





Aleksander Aamodt Kilde, Aksel Lund Svindal, and Anne-Ev Enzmann MBA'01J.



From left to right, Sadia Khan MBA'95D, Lilia Jolibois MBA'92J, and Susanne Hannestad AMP'06J.

performing at the highest level. Reflecting on their experiences with injury and recovery, they highlighted a fundamental lesson: reaching the top takes passion and relentless effort, but staying there demands even greater discipline. *"When you focus fully on a plan you believe in, there is less room for negative thoughts. All your energy goes into preparing and following through. For me, it is all about having a plan,"* said Aksel.

Leading the Way

Across two days, participants were reminded that while technologies, markets, and geopolitical realities may shift, effective leadership remains grounded in curiosity, courage, and human connection.

From left to right: Peter Chen MBA'13D, Sophie Bertin Hadjiveltcheva MBA'02J, Sravasti Talukdar ILPSE'17Jul, Miranda Chen TIEMBA'19Jan, and Dirk Luyten MBA'89J.

"While the world is fragmenting, there are some constants that hold true," **Narayan Pant** said. *"This Forum reinforces the idea of INSEAD as a place that's safe, intelligent, engaging – and where we can have the most difficult conversations in the world."*

"Most tasks are not meant to be solved in a vacuum alone. Being here with people from around the world –we can learn a lot from each other," **Emilie Mehl MBA'26D** added.

The forum ended with a Northern Lights-themed party, enjoyed in true INSEAD style – with everyone coming together to relax and celebrate after such a memorable weekend of learning and connection.

Watch highlights of Alumni Forum 2026 here.

Special thanks to the INSEAD Alumni Forum 2026 organising team, our speakers, and sponsors – **BCG, Waterdrop, PwC, Ayvens, Loyal, The INSEAD Alumni Association,** and **Å Energi** – as well as the **National Alumni Association of Norway**, led by its President, **Susanne Hannestad AMP'06J**.

We now pass the torch to Singapore, host of the next INSEAD Alumni Forum on 2–3 April 2027. We look forward to seeing you there! (See more on page 68.)

Join us for the INSEAD Alumni Forum 2027 in Singapore.





MBA Reunions: Back Where It All Began

October 2025 and June 2026

In October 2025 and June 2026, more than 2,400 MBA and MIM alumni returned to INSEAD's Europe Campus in Fontainebleau for three celebratory weekends of reconnection, reflection, and renewal.

Some had graduated five years ago, others 50 – but for many, it felt like yesterday that they had stepped onto campus for the first time, eager to embark on their INSEAD adventure.

> "Nothing changes. It's like a moment has passed, and we catch up again."
>
> *Mukund Goenka MBA'06*



Attendees of the October alumni reunion 2025.

The Europe campus buzzed with camaraderie as alumni traded stories and shared fresh insights throughout the plenary sessions, faculty lectures, and class meetings. However, this was not only a return to where it all began; it was also a clear-eyed look at what comes next for the school, the community, and the world.

Renewing the INSEAD Spirit

The first celebrations took place from 10–11 October 2025, with the class of MBA'75 gathering for their 50-year reunion – rekindling friendships, reconnecting with the school, and renewing the INSEAD spirit along the way.

Highlights included a faculty session with **Professor Philippe Aghion**, The Kurt Björklund Distinguished Professor in Innovation and Growth at INSEAD, who shortly after the reunion was named a 2025 Nobel laureate in Economic Sciences – exploring how innovation and creative destruction shape long-term

economic growth. Thereafter, **Anne-Ev Enzmann MBA'01J**, Executive Director of Alumni Engagement and Learning, **Mark Stabile**, Dean of Degree Programmes and Dean of Europe Campus, and **Dean Francisco Veloso** took to the stage to share the latest school updates, reflecting on how INSEAD continues to evolve while staying true to its core values. This was followed by an elegant dinner at Le Cercle, where old friends raised their glasses to decades of impact, connection, and shared history.

An Eye to the Future

Then, from 12–14 June 2026, MBA'16J and MBA'16D came together for their 10-year reunion, MBA'21J and MBA'21D for their five-year reunion and M1M'21 for the Master in Management programme's first-ever class reunion.

Felipe Monteiro, Professor of Management Practice, moderated a panel on talent resilience in the age of AI, featuring **Hugo Martin de Faure M1M'21, Christine Wang MBA'16J, Aaron Mitchell Finegold MBA'16J** and **Laura Donetti Bayle MBA'21D**. As they noted, adopting AI is one thing, but creating real value is a harder challenge.

Next, **Antonio Fatás**, Professor of Economics, shed light on the uncertain macroeconomic backdrop. From geopolitical tensions to demographic shifts, he offered valuable insights and helped attendees develop scenarios for what may lie ahead.

The day also included a reception for volunteers and donors to thank them for their continued support of INSEAD. Thereafter, the evening ended with a lively Garden Party, where alumni connected with old and new friends under the sunny Fontainebleau sky.

The conversation continued flowing on Day Two, where **Kaisa Snellman**, Associate Dean of Diversity and Inclusion and Professor of Organisational Behaviour, hosted a compelling discussion on gender bias in entrepreneurship. She shared how perceptions of competence and potential shape access to venture financing, and what investors can do to change outcomes.

"It was extra special to see so many familiar faces in the room. It was great to hear what they have been up to and also share more about my latest research," Kaisa said.

Reunion class photo MBA'21J.



Philippe Aghion, Distinguished Professor of Economics and the Kurt Björklund Chair in Innovation and Growth at INSEAD.



Attendees listening to Philippe Aghion's presentation.





Alumni at the Summer Ball at the Château de Fontainebleau.

The following plenary session offered a glimpse into INSEAD's future. **Dean Francisco Veloso** outlined the school's latest developments, vision, and strategy. **Mark Roberts**, Chief Advancement Officer, shared updates on our education programmes and community, while **Anne-Ev Enzmann MBA'01J** presented opportunities for lifelong learning and continued engagement for alumni.

The programme continued with **Sarita Sehgal MBA'00D** inviting alumni to reflect on where their careers have taken them since INSEAD and what comes next. The interactive session explored career direction, meaning, and fulfilment, while creating space for reflection on wellbeing, priorities, and what often remains unsaid. Several alumni then headed to the field for a series of fun-filled sports activities, including soccer, rugby, and volleyball.

As evening fell, alumni headed to the Summer Ball at the Château de Fontainebleau. With everyone elegantly dressed and the dance floor in full swing, it was certainly a night to remember.

INSEAD at Its Best

Two weeks later, from 26–28 June, the MBA classes of '96J&D, '01J&D, '06J&D, and '11J&D converged in Fontainebleau for their 15 to 30 year reunions. Once again, there was a strong sense of nostalgia as alumni walked the campus grounds, retracing the steps they took all those years ago.

Day One kicked off with an inspiring welcome by **Mark Stabile**. This was followed by a standout session featuring Professor **Erin Meyer**, bestselling author of The Culture Map, and Netflix Co-Founder **Reed Hastings**. Co-authors of No Rules Rules, Meyer and Hastings shared insights into Netflix's approach to leadership, including radical candour and 360-degree feedback. Reflecting on leadership and decision-making, Hastings said: *"An informed captain is someone who has probed for dissent, been curious about it, considered what might happen and how to mitigate the risks, and collected lots of people's views. But ultimately, it's not a democracy. You are not trying to please your directs. You are the captain for a particular decision."* He added that while this approach had worked well at Netflix, it may not translate equally across more regulated or safety-critical industries.

Thereafter, Nobel Laureate, **Philippe Aghion**, The Kurt Björklund Distinguished Professor in Innovation and Growth at INSEAD, delivered a compelling session on rethinking capitalism. He explored why failure is essential to progress, and how combining U.S.-style innovation with Europe's focus on protection and inclusion can help build more resilient economies.

The day wrapped up with more networking sessions, a reception for volunteers, and a Garden Party.

Day Two was once again filled with insights and inspiration. **Spencer Harrison**, Professor of Organisational Behaviour, opened with "The Curiosity Edge," reminding the audience that in an AI-driven world, curiosity is a competitive advantage that fuels learning, innovation, agility, resilience, and

From left to right: Felipe Monteiro, Hugo Martin De Faure MIM'21, Christine Wang MBA'16J, Aaron Finegold MBA'16J, and Laura Donetti MBA'21D.



Antonio Fatás, Professor of Economics at INSEAD.



even longevity. His message: Curiosity skills the cat – not kills it!

This was followed by a plenary session, during which INSEAD leadership shared updates on the school, its programmes, and alumni community.

Next, **Ivana Naumovska**, Associate Professor of Entrepreneurship and Family Enterprise, explained how Entrepreneurship Through Acquisition (ETA) is emerging as both a solution to the succession crisis and an increasingly popular path to acquire established SMEs. She outlined the different ETA routes before inviting **George Berczely MBA'01D**, CEO of SEYSES, a leading provider of engineering services, to share his journey.

Anton Ovchinnikov, Associate Professor of Decision Sciences, then led a panel on agentic AI, featuring **Gemma Jennings MBA'11J, Chris Kergin MBA'11J, Sreekant Lanka MBA'06D, Paul Ostergaard MBA'96J** and **David Roberts MBA'11D**. They explored agentic AI's implications for government and business – as well as the need for human oversight as adoption accelerates.

The day ended with the highly anticipated party, initially planned at the Château but relocated to campus following a government order prompted by a thunderstorm alert in the region. Although the last-minute change presented real challenges, the INSEAD community responded with remarkable agility, flexibility, and positivity, embracing the new setting in true INSEAD style.

The reunion wrapped up on Day Three with a session on relational intelligence led by **Rani Bhatia-Durand MBA'91D**, and another on the need to humanise leadership with **Gianpiero Petriglieri**, Associate Professor of Organisational Behaviour.

All too soon, it was time for everyone to say goodbye. Hugs were shared, (some) tears were shed, and promises were made to keep in touch as alumni slowly went their separate ways.

To all who made these reunions so special, thank you. They were a powerful reminder of the deep-rootedness and strength of our alumni community, where relationships and connection endure the test of time. They also provided focal points for many to make a collective impact on the school by contributing to their class gift campaigns as donors and volunteers – for which we are extremely grateful. Indeed, reunions show that when alumni come together, a unique kind of magic unfolds on so many levels.

Watch highlights of the 26–28 June Alumni Reunion here.



Ivana Naumovska, Associate Professor of Entrepreneurship and Family Enterprise at INSEAD.





Erin Meyer, Professor of Management Practice at INSEAD and Netflix Co-Founder Reed Hastings.





EMBA

A Grand Finale

EMBA, TIEMBA and EMFin Alumni Reunion 2026

Around 170 Executive MBA (EMBA), Tsinghua-INSEAD Executive MBA (TIEMBA), and Executive Master in Finance (EMFin) alumni returned to the Europe Campus from 3–4 July to rekindle friendships, reconnect with the school, and reignite the INSEAD spirit. The weekend was the perfect combination of learning and celebration – and a great way to end the reunion season in style.

Professor Pushan Dutt, Professor of Economics and Political Science, opened the programme by examining how deglobalisation, geopolitics, and macro shocks are reshaping business today. The topics that came under the microscope included the U.S.– China rivalry, trade policy volatility, AI diffusion, and the implications of dollar hegemony under strain. Pushan's key message? In a volatile world, resilience and adaptability matter more than trying to predict the future. Ultimately, the organizations that succeed are those agile enough to respond to uncertainty.

Other key highlights from the weekend included a deep dive into today's "exciting and genuinely dangerous" private markets landscape, led by **Claudia Zeisberger**, Senior Affiliate Professor of Entrepreneurship and Family Enterprise. She provided a comprehensive overview of secondaries, evergreen funds, and continuation vehicles, cautioning that while these instruments



Pushan Dutt, Professor of Economics and Political Science at INSEAD.





Mark Stabile and Benedetto Vigna.

TIEMBA

may offer investors a wider range of solutions, the trade-offs are becoming increasingly harder to recognise.

The plenary session offered a look at INSEAD's future. **Dean Francisco Veloso** outlined the school's vision and strategy; Dean of Degree Programmes and Europe Campus **Mark Stabile** reflected on the evolution of INSEAD's degree programmes and their direction today; and Chief Advancement Officer **Mark Roberts** explored how INSEAD sustains a lifelong relationship with its alumni through learning opportunities, community engagement, and volunteer leadership.

National Costume party at the Château de Fontainebleau.



Thereafter, **Anton Ovchinnikov**, Associate Professor of Decision Sciences, took the stage to explore how agentic AI is changing organizations, workflows, decision-making, and leadership. As he noted, AI agents represent a step change thanks to their ability to function across systems, reason through ambiguity, and interact with people – and this could all have major implications for the future of work.

Also highly memorable was the fireside chat between **Benedetto Vigna**, CEO of Ferrari, and **Mark Stabile**, which was part of the INSEAD CEO series. From building a culture of innovation to putting the emotional value of the customer at the heart of decision-making, Benedetto shared thoughtful reflections on leadership and transformation. He also spoke about interviewing 300 employees in his first 100 days at Ferrari to better understand the company, as well as his journey from CERN physicist to the CEO of one of the world's most iconic luxury brands.

Beyond these faculty sessions, alumni reconnected with one another during peer-led discussions on entrepreneurship and business disruption, as well as at a convivial welcome reception hosted by **Mark Stabile** and **Mark Roberts**. They also got to celebrate together at a colourful National Costume Party held at the beautiful Château de Fontainebleau, where they arrived in their best traditional outfits to honour the rich diversity of the INSEAD community.

All in all, the EMBA, EMFin, and TIEMBA gatherings were a grand finale for this summer's reunion series, proving just how the INSEAD spirit stands the test of time and transcends borders. A heartfelt thanks to all those who joined us this year from near and far – we look forward to seeing you again soon!

EMFIN

GLOBAL INSEAD DAY '26

Lifelong Learning, Transformative Innovation, Lasting Impact

More than
50
Events hosted by 30 NAAs and 9 Global Clubs

45+
Cities

5,000
Participants

Every year on 12 September, we celebrate Global INSEAD Day — marking the anniversary of our first MBA opening ceremony in 1959 and honouring the remarkable journey of our global community ever since.

As dusk settled over New Delhi, more than 120 INSEAD alumni gathered at the Party Cottage of the Delhi Gymkhana Club, filling the room with warmth, laughter, and lively conversation. For many, it had been years since they had last seen one another. Yet within minutes, it felt as though no time had passed at all.

This gathering was just one of many events organised by local NAAs and Global Clubs around the world for Global INSEAD Day, bringing together alumni to celebrate the school's legacy while looking towards its future. This year's celebrations, which were held under the theme "Lifelong Learning, Transformative



NAA in the Netherlands.

Innovation, Lasting Impact", centred on three key questions: What does leadership look like in the age of AI? How can organisations navigate the energy transition successfully? And how will careers and teams evolve in a rapidly changing world?

These topics came to life in two global webinars. In "What Has Changed? Innovation in the Age of AI", **Michaël Bikard**, Associate Professor of Strategy at INSEAD, and **Anne de Kerckhove MBA 98'J**, Deputy Chair of Evoke plc, discussed how rapid technological advances are reshaping business strategy. Anne emphasized the need for leaders to get hands-on with AI, saying, *"Embracing the technology is a must – it's up to each and every one of us leaders to learn first of all. It's not something you theorize about, it's something you should practice daily. That's what helps you understand AI and how your organisation can benefit."*

In "Peak Performance Is a Team Sport", Olympic gold medallist **Aksel Lund Svindal** and **Gianpiero Petriglieri**, Associate Professor of Organisational Behaviour at INSEAD, explored what it takes to build a high-performing team culture. Reflecting on his own success, Aksel mused, *"For instance, I don't take a team photo for the media unless everyone is present because the people that really deserve the credit are often still up on the mountain doing important work. Everyone needs to feel like they are a part of the success because they are."*





NAA in Hong Kong.

Beyond these global conversations, alumni gathered across France, the Netherlands, Hong Kong, Singapore, Brazil, the Middle East, Canada, and many other locations for panel discussions, masterclasses, networking receptions, and community celebrations. Together, these events demonstrated the enduring strength of the INSEAD network and the shared commitment of alumni to learning, innovation, and lasting impact. Here are some highlights from each region:

Europe

AI was firmly on the agenda at Global INSEAD Day in the Netherlands, where the local NAA brought alumni together for a panel discussion on leading and building careers in the age of AI. The evening continued with an Italian aperitivo, giving alumni the chance to reconnect with former classmates and forge new friendships.

The AI theme continued over in Switzerland, where over 90 alumni gathered at Zurich's Zunfthaus zur Zimmerleuten – a historical house dating back to the Middle Ages – for a discussion on the future of board governance in the AI era. Organised by the NAA Switzerland, it combined academic perspectives and practical boardroom experience to examine how boards can navigate profound technological change.

In France, alumni gathered for a cocktail dînatoire at the Yacht Club de France in Paris, organised by the local NAA. It was an elegant setting for catching up with old friends and making new ones after the summer break.

Asia

The celebrations continued across Asia, where the NAA Singapore put together an action-packed agenda for participants. **Anne Genetet**, a member of the French Parliament and former French Minister of National Education, gave a keynote speech on human agency in the age of AI, which explored why education matters now more than ever, while **Pushan Dutt**, Professor of Economics and Political Science at INSEAD, hosted a masterclass themed around the reconfiguration of the global landscape. Several panels – on topics including future-ready leadership – offered further perspectives on the forces shaping business and society.



NAA in Dubai, UAE.



NAA in New Delhi, India.

Over in Hong Kong, the local NAA hosted a thoughtful conversation between **Marina Tong**, Chief Operating Officer (HASE and HK) at HSBC; **Lei Yu**, Chief Executive Officer (North Asia) at QBE Insurance; and **Thomas Woo**, President of City Super Group. The trio shared candid perspectives on AI, geopolitical uncertainty, and evolving expectations among customers and employees, making for an illuminating evening.

Elsewhere, alumni reconnected over drinks in Malaysia, Indonesia, and Delhi and Mumbai in India, bringing energy and camaraderie to each gathering. A big thank you to everyone who joined us and helped make Global INSEAD Day such a memorable occasion!

Middle East & Africa

Global INSEAD Day celebrations in the UAE took the form of an outdoor buffet brunch at the London Social Garden at the Ritz-Carlton, Dubai. Over 200 alumni across programmes, classes, industries, and generations gathered to mark the occasion – a reflection of the enduring strength and diversity of the INSEAD community.

The Nigeria alumni community came together in Lagos for a cocktail celebration organised by the local NAA. The event was anchored by two insightful conversations: the imperative of AI and Africa's hottest IPO. It also marked an important milestone in our impact journey: the official launch of a financial literacy curriculum designed to support schools in impoverished communities, which built upon the initiative launched last year during INSEAD Day 2025. All in all, it was a memorable evening filled with rich insights and meaningful connections.

South America

The INSEAD Alumni Association Brazil was certainly busy this Global INSEAD Day, with events including a panel on moving AI from hype to value creation, a public speaking workshop, and a celebration dinner hosted by the virtual Salvador chapter.

Alumni also connected beyond the conference room, embarking on a hike up Pedra do Baú, a famous 1,950-metre-high rock formation in São Paulo, and hitting the courts for fun-filled matches organised by the newly formed INSEAD Tennis Club Brazil (ITCB). As the INSEAD Alumni Association Brazil put it, strong communities are built not only through professional networking, but also through shared interests and activities that create lasting connections.

Oceania

The NAA Australia and New Zealand brought together more than 90 alumni for a day of debate, discussion, and celebration at CONNECT 2026. Held at the InterContinental Melbourne, the programme featured expert panels on topics including decision-making amid risk and uncertainty, chaired by **Wojtek Materka**, Adjunct Professor of Organisational Behaviour at INSEAD; building the workforce around skills rather than roles, with **Peter Cumming MCCC'21Oct-S** and **Catherine Andersen CGM'23**; the value of human capital in the age of AI, led by Professor **Phanish Puranam**; and what it takes to turn AI from hype into business value, with **Michael Lowe EMBA'16** and **Rachana Mansinghka MBA'12D**.

All in all, Global INSEAD Day 2026 was a wonderful celebration of the spirit of our global alumni community, and a reaffirmation of our shared commitment to lifelong learning, transformative innovation, and lasting impact. A heartfelt thank you to everyone who helped make these events such a success. We look forward to coming together again next year!

Watch the Global INSEAD Day Wrap Up video.

IMPACT STORY

Nadim Nsouli MBA'97D: A Bridge, Not a Destination

When **Nadim Nsouli MBA'97D** returned to the Château de Fontainebleau in July 2026 to address the graduating MBA'26J class, he took the rare chance to stop and look back.

We sat down with the Founder, Chairman and CEO of Inspired Education Group to learn more about how INSEAD carried him from law into business, and what the hardest years of his life taught him about building a legacy.

One phrase kept returning as he spoke. *"INSEAD was not the destination,"* he said. *"It was a bridge."* He started out as a lawyer in the U.S., wanting to live in Europe and move into business but lacking the skills, confidence, and network to do so. INSEAD gave him all three, and something more lasting: the belief that he could change direction, which he would draw on time and again.

After graduating in 1997, Nadim moved into investment banking and then private equity. Investing in schools was how he came to dip his toes into the world of education and, in his words, to fall in love with it. He saw outstanding schools everywhere, but few people trying to bring them together at scale to learn from one another and lift results. It was an idea he could not shake.

There was a catch. The model had to grow one school at a time, but his partners were focused on larger deals.

Then, his life changed in a way no plan accounts for. His three-year-old daughter, Lyla, died from a rare and incurable brain cancer. Nadim stepped away from his role, took time off, and resolved to pursue the education project on his own.

"Building gave my pain somewhere to go," he told us. "It did not cure the grief. Nothing cures that. But it gave me a way to keep moving forward."

In 2013, he began in South Africa, agreeing to buy a school before he had the money, then raising the capital to close the deal. It was the kind of leap INSEAD had taught him he could make, and it became the foundation of Inspired Education Group. Thirteen years later, Inspired educates more than 95,000 students in 125 schools across 30 countries, from South Africa and



Kenya to Italy, Spain, Portugal and Mexico, and from Kindergarten to Year 13. Around 2,500 of them hold scholarships. The network he first built at Fontainebleau now spans continents.

Its schools share proven practices while staying true to their local cultures, an idea that echoes INSEAD's own. The model rests on three pillars: academic excellence, sport, and performing and creative arts. This helps students achieve strong results, grow in confidence and reach their potential.

For Nadim, all of this comes back to hope – the belief that children can build a better future. In any classroom, sports field, or theatre, he asks the same questions: Would his own children be happy here? Would they learn? Would they feel inspired?

Nadim arrived at INSEAD with a plan and left with something better: a story he could not have predicted, shaped by loss, resilience, and the courage to pursue work that mattered. INSEAD was his bridge. The life he built on the far side now offers that same crossing to thousands of children who might never have found it.

Speaking to the MBA'26J class, he reminded graduates that their degree was *"one of the best keys in the world,"* and challenged them to make the most of it: *"Use it not merely to become successful, but to become useful."*



School Updates

Strengthening Our Global Footprint

At INSEAD, our campuses are places where people learn, connect, and build relationships that last well beyond their time on campus. We continue to invest in our campuses and strengthen our presence in both historic and more recently established regions. Discover the defining milestones and moments that shaped the 2025–2026 academic year across our four global locations.

INSEAD in Numbers

#1
(Financial Times)
Ranked top business school in Europe for 2024 and 2025

17,425
Executive Education participants globally

1,500
Degree programme students globally

162
Faculty members worldwide

51%
Percentage of women in the GEMBA Flex'28 programme

Europe Campus *A Bold New Chapter*



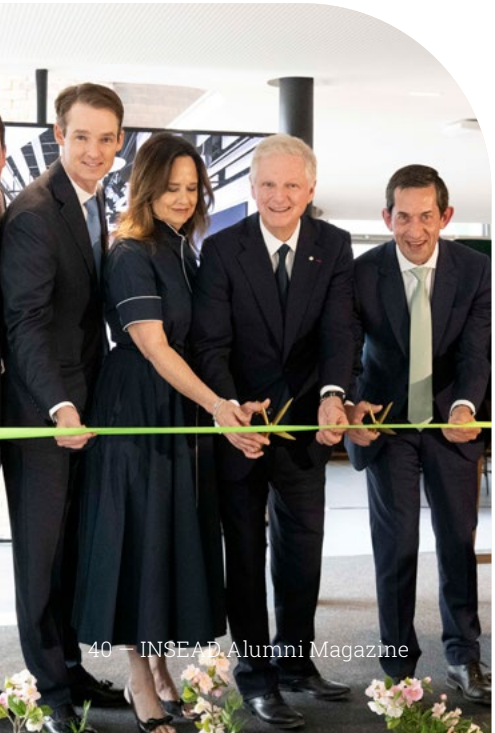
From left to right, Charles Desmarais, Maria Desmarais, Nicolas Desmarais, Paul Desmarais MBA'79, Hélène Desmarais, Jean-Michel Wilmotte, Francisco Veloso, Paul Desmarais III MBA'10J, and Borina Andrieu.

INSEAD's historic home in Fontainebleau is undergoing a multi-year transformation that will connect its past, present, and future.

For almost six decades, people have come to INSEAD and left transformed. This is where people, cultures, and ideas meet, perspectives broaden, lifelong relationships form, and a global community takes shape.

Under the theme *A Bridge for the World*, the Europe Campus Re-imagination will create more space to learn, discover, connect, innovate, and belong – for current and prospective students, as well as alumni returning for reunions and events.

Ribbon Cutting.



A Comprehensive Re-imagination

Opened in 1967, the Europe Campus was designed to encourage collaboration and strengthen connections. It is now undergoing an ambitious 10-year modernisation programme, delivered across five phases, that will preserve and elevate what makes the campus so unique.

Publicly launched in 2023, the project will transform 20 buildings through construction, renewal, and repurposing. Advanced learning environments and versatile spaces will create a more connected, sustainable, accessible, and human-centred campus. More than a physical transformation, it rethinks how people learn, work, meet, reflect, and connect with one another and with nature.

New gardens, nature trails, and woodland connections will preserve the character of this "campus in the forest", while renewable energy sources, including geothermal systems and solar panels, will provide sustainable heating, cooling, and power across several buildings. These measures support INSEAD's commitment to reducing greenhouse gas emissions by 67% by 2035.

World-Renowned Architects

French landscape architect **Michel Desvigne Paysagiste** is leading the landscape transformation following INSEAD's design competition held in May 2026. Known for integrating architecture and landscape, his work includes projects such as the campuses of Keio University in Japan and the University of Luxembourg. His approach for the reimagined campus favours enriching ground cover and soil health, concentrating intensive maintenance in a few key spaces while allowing the rest of the grounds to recover. Several new gardens will also draw inspiration from the habitats of the surrounding Fontainebleau Forest.

Jean-Michel Wilmotte and Wilmotte & Associés are contributing to the Viatte area, including the Tour Desmarais and the Garden Pavilion, as well as to the future Academic Hub and the Firmenich Advanced Education Centre. Wilmotte's portfolio includes the Louvre in Paris and the Rijksmuseum in Amsterdam. In a meaningful link to INSEAD's heritage, Wilmotte studied under Bernard de La Tour d'Auvergne, who helped design the original campus buildings.

Together, their work will preserve the campus's distinctive character while opening it to new ways of learning, gathering, and exchanging ideas.

Key Milestones

Phase 1 comprises three interconnected sub-phases, with several buildings progressing in parallel.

The first major milestone was celebrated on 24 August 2026 with the inauguration of the Tour Desmarais in the presence of **Paul Desmarais MBA'79**, his wife, **Hélène**, and their family.

The Tour Desmarais is named in recognition of the exceptional generosity of Paul and his family, whose 2022 gift to the Europe Campus Re-imagination demonstrates their longstanding commitment to education and leadership development.

Reflecting on the significance of the new building, Paul spoke about the human connections that had defined his own INSEAD experience, which he hopes the Tour Desmarais will foster for generations to come.

"What I remember most is not a single course or a single lesson, but the human connection. The Tour Desmarais stands in that spirit. Its real purpose is human: a place for students to meet, exchange ideas, build trust, and form friendships that may last a lifetime," Paul shared.

As the recognition plaque puts it: *"INSEAD's power lies in human connection."*

The Europe Campus Re-imagination is also supported by a family gift from **Christoph Tribull MBA'69** and his wife, **Cynthia**. In recognition of their generosity, one of the new amphitheatres in the Tour Desmarais will be named in honour of the Tribull family.

Alongside the Tour Desmarais, the **Garden Pavilion**, also opened that day, houses rooms for coaching, interviews, and small-group work, while bringing together Student Services teams in a single, purpose-built location. Designed primarily for pre-experience students, the two buildings provide amphitheatres, breakout rooms, offices, and social spaces.

The second major milestone will be the **Firmenich Advanced Education Centre**, scheduled to open in the second quarter of 2027. It will provide spaces where faculty, PhD students, and researchers can learn, connect, and co-create. Named in recognition of **Julien Firmenich MBA'08J**, CEO of Anaïs Ventures, it honours his generous support for the building.

Finally, the **Academic Hub** is scheduled for completion in 2028, bringing faculty and researchers together in a shared working environment. The phase will culminate in the Paul Desmarais Forest Learning Centre, scheduled for completion in early 2029 following a further gift from **Paul Desmarais MBA'79** in support of the project, made in August 2026. It will serve primarily as a hub for INSEAD's pre-experience programmes, including the Master in Management and the new Master in Finance, while also accommodating Executive Education and MBA activities.

Together, these spaces will support learning, research, and discovery. They will also give alumni a transformed campus to return to and families a place to share the pride of graduation.



Azhar Guyot Chahid, Executive Director, Campus Development at INSEAD.

None of this would have been possible without the extraordinary generosity of our alumni. We are deeply grateful to the following donors, listed in alphabetical order, whose belief in this project and in INSEAD's future has helped carry it this far: **Michele Appendino MBA'92J**, the family of the late **Michael Butt MBA'67, Thomas Cahill MBA'90J, Patrice Collette MBA'99D, Paul Desmarais MBA'79, Julien Firmenich MBA'08J, Blake Goldring MBA'82, Susan and Stuart Lloyd Hurwitz MBA'94J, Ji Hoon Lee MBA'10J, Wolfgang Marguerre MBA'72, Martine Reynaers MBA'80, Christoph Rubeli MBA'92D, David Suddens MBA'78, Kirk Tang TIEMBA'11, Christoph Tribull MBA'69, Hans van der Wind MBA'93J**, and **Joan Wang MBA'00D**.

"It is exciting to see the Europe Campus Re-imagination progressing so well, with the successful delivery of the Tour Desmarais as our first major milestone," said **Azhar Guyot Chahid**, Executive Director, Campus Development at INSEAD. *"The progress made reflects the strength of the partnership we've built with outstanding architects, landscape designers, and project teams. We are inspired by the strong support of the INSEAD alumni community, whose commitment is helping turn this vision into reality."*

Europe Campus Re-imagination, Nexus Building.



What's Next?

Phase 2 has been entrusted to architecture firm COSA, while landscape architect **Michel Desvigne Paysagiste** will further strengthen the integration of the buildings into their natural surroundings and enhance the quality of the outdoor spaces.

This phase will focus on the Nexus, a new building scheduled for completion at the end of 2029. Conceived as a new gathering place designed to bring the entire INSEAD community together, it will create opportunities for learning, collaboration, and connection beyond the classroom.

Positioned at the cross junction of the Cardo Decumanus, the main axis for movement and connectivity across the campus, the Nexus sits at the very heart of the grounds. It will also be located alongside the Maag Plaza, the main garden at the centre of the campus, reinforcing its role as a natural extension of the activity on the building's ground floor.

Dining, work, social, and event spaces will encourage planned and spontaneous interaction. The Sculptural Staircase, Welcome Area, Food Hall, Café-Bar, and event spaces will make the Nexus a natural meeting point for conversations and exchanges central to the INSEAD experience.

Together, these changes will ensure that the Europe Campus continues to inspire learning, connection, and discovery for generations to come — bringing INSEAD's mission to life.

"Through the Europe Campus Re-imagination, we are creating an environment that will evolve with the needs of our community and serve generations to come," said **Gavin Cassar**, *Dean of Finance and Administration at INSEAD. "We are deeply grateful to the donors whose generosity is helping make this ambitious transformation possible."*

Learn more about the Europe Campus Re-imagination project here.

Europe Campus: Conversations and Congratulations

The INSEAD CEO series – fireside chats with some of the world's most influential business leaders – was launched this academic year in Europe to great acclaim. The lineup so far has featured visionaries such as **Greg Case**, President and CEO of AON; **Andrea Orcel MBA'90J**, CEO of UniCredit Group; **Barbara Martin Coppola MBA'05J**, INSEAD Board member & Former CEO of Decathlon; **Santiago Lefebvre MBA'15J**, Founder & CEO of ChangeNOW; **Pierre-François Thaler MBA'99D**, Co-Founder and Co-CEO at EcoVadis; and **Benedetto Vigna**, CEO of Ferrari. These leaders shared more about key moments in their careers, the lessons that have stayed with them over the decades, as well as practical advice for students navigating their own paths.

The academic year also saw the launch of the GEMBA Flex programme. In May 2026, we welcomed its inaugural cohort of approximately 60 senior leaders, representing 37 nationalities, with women making up 51% of the class. The new programme marks an important step in expanding flexible executive learning at INSEAD.

Another highlight for the Europe Campus was this academic year's Reunions for MBA, MIM, EMBA, TIEMBA, and EMFin from 5 to 50 years, held in October 2025, June and July 2026, which brought more than 2,800 alumni back to campus. They were a reminder of just how strong and enduring the INSEAD community remains. (Read more on page 28.)

Another regional highlight was the AI Forum Europe 2026, held on 22–23 June in collaboration with the **Wharton School**, marking the 25th anniversary of the Wharton-INSEAD Alliance. On Day One



From left to right, Thomas S. Robertson, Executive Director of the Wharton-INSEAD Alliance, Lily Fang, Dean Francisco Veloso, Tuulikki Janssen, Erika James, Dean at Wharton, and Mark Stabile, at the AI Forum Europe, at Station F, Paris.

at Station F, a business incubator for startups in Paris, INSEAD and Wharton faculty led conversations with investors, technologists, and policymakers that explored AI's relationship with creativity, capital markets, and governance. Day Two, held on the Europe Campus, featured nine research talks, including four scientific keynotes, by faculty from the world's top institutions. (Read more on page 54.)

Rounding off the year was the MBA'26J graduation ceremony at the Château de Fontainebleau in July, where **Nadim Nsouli MBA'97D**, Founder, Chairman and CEO of Inspired Education Group, delivered the commencement address. Drawing on his own journey, Nadim encouraged graduates to pay attention to the issues that keep drawing them back. *"What makes you impatient? What excites you? Whether it is an injustice, a social challenge, or a business problem, what you cannot stop thinking about may point to the path you should pursue."* He concluded by reminding the graduates that their INSEAD degree was *"one of the best keys in the world"* and urging them to use it with purpose. (Read the impact story page 37.)

The INSEAD community watched with great sadness in July as fires ravaged parts of the Fontainebleau forest during a searing heatwave. On 13 July, the Europe Campus was evacuated as a precaution when the fires came within a kilometre. While the blaze was brought under control, recovery of this treasured ecosystem will take time. Long an integral part of INSEAD's identity, the forest inspired a strong response from our community, with many alumni contributing to restoration efforts. We are deeply grateful for their support.



MBA'26J Graduation ceremony at the Château de Fontainebleau.

Europe and Asia Campuses: Empowering Entrepreneurs

The finals of the 52nd INSEAD Venture Competition, a flagship twice-yearly entrepreneurship event open to all current degree programme participants and organised by the Maag Centre for Entrepreneurship, were held on 28 May across the Europe and Asia Campuses. Following an intense three-month period in which 163 participants presented 73 venture projects, six teams were selected to pitch in the finals. The €25,000 grand prize went to FiberTube, a medtech solution designed to make breathing under general anesthesia safer for patients with difficult airways. The venture is led by **Winnie Tan MBA'26J**, **Maximilian Heidegger MIM'22** and **Dr Thomas Heidegger**.

Asia Campus
25 Years of Bridging Worlds

A flourishing hub for leadership, innovation and lifelong learning

When INSEAD first opened the doors of its Asia Campus in Singapore in 2000, it hosted just 53 MBA students – a modest cohort by most standards. Twenty-five years later, the campus is a flourishing regional hub for leadership, innovation, and lifelong learning, welcoming more than 1,300 students and 3,500 executives annually.

INSEAD's roots in Asia date all the way back to 1980, when it founded the Euro-Asia Centre on its Europe Campus – laying the crucial groundwork for understanding Asian business systems and fostering collaboration between both regions. While INSEAD had already made a name for itself as one of Europe's foremost business schools, it also recognised that Asia's booming economies would become increasingly key in defining the global business landscape. The Centre was spearheaded by INSEAD Professor Emeritus **Henri-Claude de Bettignies**, who had spent the 1970s building INSEAD's ties with Japan and Asia, and who went on to serve as its founding Director General.





Tuulikki Janssen, an Honorary Member of the INSEAD Advisory Council.



Stephen Marchisio, Ambassador of France to Singapore, and Dean Francisco Veloso.

Then, on 23 October 2000, **Claude Janssen**, one of INSEAD's founders, former Dean **Gabriel Hawawini** and **Arnoud De Meyer**, founding Dean of the Asia Campus, joined Singapore's founding Prime Minister **Lee Kuan Yew** to inaugurate the Asia Campus – a defining chapter in INSEAD's history. Most notably, this meant that INSEAD was the first Western business school to establish a campus in Asia, pioneering a unique multi-campus model that has since been emulated by other institutions around the globe. *"The opening of the Singapore campus made INSEAD overnight the business school for the world,"* said **Tuulikki Janssen**, wife of the late **Claude Janssen** and an Honorary Member of the INSEAD Advisory Council.

It wasn't all smooth sailing, however. *"Six months before we started, we had only four students that had signed up for this campus. We had to invent a number of ideas to convince students that coming to Singapore was equally as good as going to Fontainebleau,"* Arnoud recalled.

Fortunately, those efforts paid off, as **Ann Tan MBA'00D**, who was part of the Asia Campus's founding cohort, noted. *"It was exciting that we were pioneers in a new campus and I knew it was going to be successful. Asia is a big market so it was really the right move for INSEAD to open a campus there."*

Twenty-five years on, that belief continues to thrive. The Asia Campus now shapes thousands of future-ready global leaders every year through its transformative degree programmes, including MBA, MIM, MIF, TIEMBA, and EMBA Asia. It has also significantly expanded its footprint and offerings, including a landmark partnership with Tsinghua University in China. *"Another big milestone for the campus was the opening of the Leadership Development Centre in 2015, which received great support from the authorities in Singapore,"* said **Ilian Mihov**, former Dean of INSEAD.

In October 2025, the Asia Campus celebrated its 25th anniversary with a full week of colourful festivities, including a spectacular lion dance. The celebrations also included a Monsoon Ball at the National Gallery Singapore, which drew around 800 attendees.



"The INSEAD Asia Campus is a hub where different cultures, ideas and mindsets come together," said **Sameer Hasija**, Dean of Asia Campus and Dean of Executive Education. *"The success of our faculty and alumni, whose impact is felt across businesses and sectors in this region, is a strong testament to the school's vision set 25 years ago."*

Throughout the decades, the Asia Campus has fostered a deep sense of belonging among its students, as its network of more than 13,000 alumni can attest. For instance, many alumni give back to INSEAD through fundraising or donations to help advance the school's mission and vision. In October 2025, the Aspretto Bar on the Asia Campus was officially renamed as the TenJay Bar, in recognition of the MBA'10J class's giving participation of 85% — an all-time record. **Christina Law MBA'91D** has given back in a similar spirit, establishing three endowed scholarships for women from across Asia that have so far helped 16 MBA candidates access an INSEAD education.



Tenjay Bar inauguration.

There are also the lifelong connections that students forge. **Flora Huang MBA'10J** still keeps in touch regularly with her former classmates, whom she describes as an "amazing" group of women that she can always lean on and ask for advice. *"We all went through this shared experience [at INSEAD] together, and we continue to support each other through all of life's changes,"* she says. *"This network has really supported me since I graduated from INSEAD, and I don't know what I would do without it."*

25th Anniversary celebrations at the INSEAD Asia Campus.





First row: From left to right, Sameer Hasija, Tuulikki Janssen, and Francisco Veloso, Second row: From left to right, Dr. Shilpak Ambule, High Commissioner of India to Singapore; Kristin Skogen Lund MBA'92J, Chair of the INSEAD Board of Directors; Stephen Marchisio, Ambassador of France to Singapore; and Jermaine Loy, Managing Director, Economic Development Board of Singapore.



MBA'25D Graduation Ceremony in Singapore.



Michelle Cheo MBA'04D.

Asia Campus: Navigating a New Era

The INSEAD Tech Venture Summit was held at the Asia Campus on 28 October 2025. Themed "Reimagining the Future of Enterprises," it featured an engaging mix of keynote speeches, interactive panel discussions, intimate fireside chats, and hands-on workshops. More than just a conference, it was also a call to action, inviting participants to co-create the next era of entrepreneurship – one that is more ethical, inclusive, and sustainable.

The following month, the Asia Campus saw the launch of the 11th Global Talent Competitiveness Index (GTCI), which ranks countries based on their ability to grow, attract, and retain talent. Singapore claimed pole position, with Switzerland following in second place and Denmark in third. Against a backdrop of AI, geopolitical uncertainty, and labour market challenges, this year's theme of "Talent & Resilience: Navigating an Era of Disruption" has never been more timely.

Another highlight was the MBA'25D graduation ceremony in December 2025, where **Michelle Cheo MBA'04D** returned as guest speaker. She reflected on how INSEAD has prepared her for a changing world and reminded graduates that ambition and impact can go hand in hand.

The Asia Campus also welcomed **Shri Piyush Goyal**, Minister of Commerce and Industry, Government of India, for an evening focused on India's growth trajectory and its implications for business, investment, and entrepreneurship across Asia and beyond. Held in partnership with FICCI, the event featured a keynote address and fireside chat with **Sameer Hasija**, Dean of Asia Campus and Dean of Executive Education, exploring India's evolving economic landscape and the opportunities for closer collaboration between India and Singapore.

Watch the Asia Campus 25th Anniversary Highlights here.

Middle East Campus *Reimagining Business*



From left to right, Hyunjin Kim, Mezier Briefkani MBA'14J, Omid Raghimi, Sir Martin Sorrell, and Fahad Al-Sharekh, at the Global Business Leaders Conference Week.

Our Middle East Campus in Abu Dhabi is a hub for innovation, leadership, and cross-cultural dialogue. On 26 November 2025, the Negotiation and Conflict Management Collaborative (NCMC), together with Sorbonne University Abu Dhabi (SUAD), hosted the Second Annual Negotiation in the Middle East Conference on our campus under the theme "Negotiating to Bridge Cultures and Perspectives". Over 130 leaders, diplomats, and executives came together to explore how negotiation builds trust, fosters alignment, and drives progress.

Highlights included the soft launch of a new case study on Sheikh Zayed and the presentation of the inaugural NCMC Negotiator Award to **Erik Weytjens MBA'92J** for his negotiation achievements. The programme

Dr. Mohamed Abdalla Al Zaabi EMBA'13 and Horacio Falcão.



featured insights on diplomacy, energy, women's leadership, and strategic partnerships — reinforcing that negotiations are between people, not organisations.

From 8 to 16 December, the campus hosted Global Business Leaders Conference Week, featuring 30 speakers across sessions and keynotes exploring the future of business and society. Featured speakers included INSEAD alumni **Antoine Chemali MBA'05D**, CEO of BNP Paribas Wealth Management Middle East; **Kristin Skogen Lund MBA'92J**, Chair of the INSEAD Board; and **Paul Desmarais III MBA'10J**, Vice President of Power Corporation of Canada. They were joined by industry leaders **Adam Ladjadj**, Founder of the Emirates Family Office Association and CEO of Oros Asset Management; **Xavier Anglada**, Managing Director and Digital Lead for MENA and Turkey at Accenture; and **Sir Martin Sorrell**, Founder and Executive Chairman of S4 Capital PLC.

The campus then welcomed scholars and practitioners for the 7th INSEAD Doriot Entrepreneurship Conference (IDEC) on 16–17 December. Delegates presented research spanning innovation, private capital and family enterprises, organisational theory, and strategy.

On 4 and 5 February, the INSEAD Entrepreneurship Forum convened founders, investors, and changemakers. Through keynotes, fireside chats, panel discussions, masterclasses, and company visits, participants explored trends and opportunities across the startup ecosystem. Speakers included INSEAD alumni **Philip Bahoshy MBA'13D**, CEO and Founder of MAGNiTT; **Helen Wang MBA'19D**, Chief AI and Data Science Officer at Apex Group; **Rim Jourdan EMBA'18**, Founder of Skatch, and **Kunal Kapoor MBA'08J**, Founder and CEO of The Luxury Closet. They were joined by Professor **Henrich Greve**, Academic Director of the Rudolf and Valeria Maag INSEAD Centre for Entrepreneurship.

While the campus had to close temporarily for several weeks due to the geopolitical context in the region, it maintained its commitment to its community and mission. *"This has been a challenging year for our community in the Middle East,"* said **Mark Mortensen**, Associate Dean of the INSEAD Middle East Campus. *"Despite the disruption, our team continued to deliver our programmes and advance key initiatives with remarkable dedication. Maybe even more importantly, our campus came together to support each other. I am deeply proud of the resilience, commitment, and support shown across our community throughout the year and I extend my heartfelt thanks to everyone* involved."

San Francisco Hub
Connecting INSEAD and Silicon Valley

Opened in 2020 as INSEAD's first permanent presence in North America, the San Francisco Hub plays an important role in connecting our global community with the tech and innovation ecosystem of Silicon Valley. In the 2025–26 academic year, it hosted 54 activities with around 2,500 participants.

These included the AI Forum Americas on 25–26 September, which explored the rise of Artificial General Intelligence (AGI) and Artificial Superintelligence (ASI), alongside the strategic benefits of AI for businesses. A key highlight was the INSEAD AI50 Award Ceremony, which recognises AI leaders in the INSEAD alumni community.

In support of this growing field, **Bansi Nagji MBA'93J** announced a significant philanthropic commitment to INSEAD's Human and Machine Intelligence Institute (HUMII) and the San Francisco Hub. The gift will advance AI-related research and education across INSEAD's curriculum.

The academic year also saw the launch of the INSEAD Future Council (IFC), bringing together businesses, investors, innovation networks, and think tanks to help shape INSEAD's work in research, executive learning, and talent development.

Another milestone was the inaugural INSEAD North America Career Fair, held at the Hub on 30 April 2026. Ten companies offered 24 internship and full-time opportunities to current students and Bay Area alumni, strengthening connections with employers in the region.

The fair also featured a sustainability-focused event jointly organised with Endgame Capital, a climate technology venture capital firm co-founded by **John Mairlot MBA'19J** and **Jinna Li MBA'19J**. This highlighted the Hub's role in connecting alumni, investors and entrepreneurs around business innovation and responsible leadership.

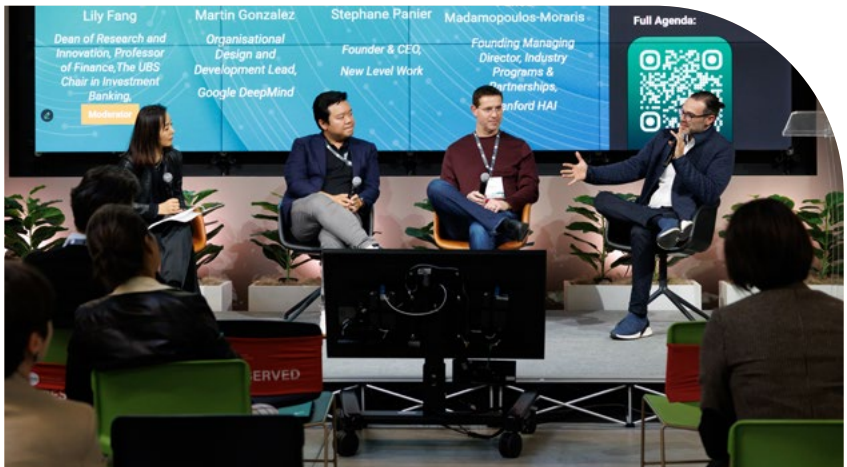


INSEAD North America Career Fair.

The successful renewal of the Hub's lease further affirms its strategic importance and INSEAD's continued commitment to a strong presence in the Bay Area.

Looking Forward

The 2026–27 academic year will bring further opportunities to strengthen INSEAD's global reach and impact. Highlights will include AI Forums in San Francisco, Singapore, and Abu Dhabi; a negotiation conference in Abu Dhabi in November; the Alumni Forum in Singapore in April; new milestones for the Europe Campus Re-imagination project; and the launch of the INSEAD Master in Finance across France and Singapore. We look forward to shaping the next chapter together.



Lily Fang, Martin Gonzalez, Stephane Panier, and Madamopoulos-Moraris, at the AI Forum Americas.

Faculty & Research





Felipe Monteiro, Professor of Management Practice.

Powering Progress *A Year of High-Impact Research at INSEAD*

The breadth and scale of INSEAD's research efforts reflect our continued commitment to addressing global challenges. Here's a look at some of our key achievements over the past year.

A Trailblazer in Research

Cutting-edge research and education are at the heart of what we do at INSEAD. After all, if we want to prepare future leaders for tomorrow's challenges, we need to pioneer innovative ideas – and our faculty continue to push the boundaries of knowledge.

This is intellectual leadership in action. Our faculty engage with some of the world's most pressing challenges through their research and bring those insights into the classroom. What we teach is shaped by what we are learning and discovering, ensuring that academic excellence remains relevant to the realities facing leaders today.

Today, INSEAD has 162 faculty members from over 40 countries, inspiring around 1,500 students across our degree programmes, as well as PhD candidates and about 17,500 Executive Education participants. Their research papers, books, and case studies offer findings and solutions that benefit students, businesses, and wider society.

The impact of this work is clear. INSEAD took #2 spot in The Case Centre Impact Index 2025 and ranked first among European institutions. For the school, excellence and relevance go hand in hand: we also ranked #2 in the Financial Times Global MBA ranking in 2026, #4 in the Financial Times MBA Research ranking in 2025 and 2026, and #3 in the MIM ranking in 2025.

In addition, six INSEAD faculty – namely **Felipe Monteiro, W. Chan Kim, Renée Mauborgne, Stanislav Shekshnia, Wolfgang Ulaga** and **Ludo Van Der Heyden** – were ranked among The Case Centre's top 50 bestselling case authors

INSEAD Faculty Awards

It has also been rewarding to see faculty members at different stages of their careers receive much-deserved recognition over the past year. Highlights include:



Philippe Aghion

2025 Nobel Prize in Economics



Chiara Spina

Thinkers50 Radar 2026



Dimitrije Ruzic

Thinkers50 Radar 2026



Yves L. Doz

EURAM Penrose Award 2026



Georgina Hall

2026 Harvey Greenberg Award



Michaël Bikard

Marie Curie Postdoctoral Fellowship



Phanish Puranam

Honorary doctorate from the Faculty of Business, Economics and Informatics and 2026 Fellow of the Strategic Management Society



Pierre Chandon

2026 Society for Consumer Psychology Fellow

globally for 2025–2026. From a Swiss watchmaker embracing the smartwatch era to Greece's first unicorn, these cases demonstrate how INSEAD faculty connect rigorous research with real-world business challenges.

Our faculty's influence also extends across the global academic community. They now hold 210 editorial positions at peer-reviewed journals, up from 193 in 2024. This includes 55 senior editorial positions, with 36 faculty members serving as Chief, Department, or Associate Editors – a strong recognition of the quality and influence of their scholarship.

It has also been rewarding to see faculty members at different stages of their careers receive much-deserved recognition over the past year. Highlights include:

Philippe Aghion
2025 Nobel Prize in Economics

Philippe Aghion, The Kurt Björklund Distinguished Professor in Innovation and Growth at INSEAD, was awarded the Sveriges Riksbank Prize in Economic Sciences alongside Professor **Peter Howitt** of Brown University and Professor **Joel Mokyr** of Northwestern University. Philippe and Peter were jointly recognised for their influential theory of sustainable growth through creative destruction, demonstrating how new technologies can replace old ones and drive long-term prosperity.

Other faculty members were also recognised for their contributions to research and management thinking. **Chiara Spina**, Assistant Professor of Entrepreneurship, and Family Enterprise and **Dimitrije Ruzic**, Associate Professor of Economics, featured on the Thinkers50 Radar 2026 list, while **Pierre Chandon**, Professor of Marketing and the L'Oréal Chaired Professor of Marketing, Innovation and Creativity, was named a 2026 Society for Consumer Psychology Fellow. **Yves L. Doz**, Emeritus Professor of Strategic Management, received the EURAM Penrose Award 2026.

Phanish Puranam, Professor of Strategy, the Roland Berger Chaired Professor of Strategy and Organisation Design and Research Director of the INSEAD-Wharton Alliance, received an honorary doctorate from the Faculty of Business, Economics and Informatics and was also named a 2026 Fellow of the Strategic Management Society. **Georgina Hall**, Assistant Professor of Decision Sciences, received the 2026 Harvey Greenberg Award, while **Michaël Bikard**, Associate Professor of Strategy and holder of the Shell Fellowship in Economic Transformation, was awarded a Marie Curie Postdoctoral Fellowship under Horizon Europe.

Shaping the Future of AI

Addressing real-world challenges is a key driver of our research, and few issues are moving faster than AI. As a global business school, INSEAD has an important role to play in understanding its impact on business and society – and helping leaders navigate it responsibly.

"In the world of AI, things change every second. But if you look through the millennia, there are some things that don't change," said **Lily Fang**, Dean of Research and Innovation at INSEAD. *"It's important to map our thinking and our knowledge and further integrate AI into our research and teaching."*

To this end, the school is investing in IN:AI, the INSEAD Initiative on Responsible AI Leadership, a school-wide platform connecting research, degree programmes, and executive education. Its aim is to act as an overarching network that connects teaching, research, and a wider ecosystem of companies, alumni, technologists, and policymakers while keeping human values at its core.

Philanthropic support is helping accelerate this ambition. We are deeply grateful to an anonymous alumnus and longstanding donor, as well as to **Bansi Nagji MBA'93J**, for their generous support of the Human and Machine Intelligence Institute (HUMII). Their support enables HUMII to advance research at the intersection of human and artificial intelligence, and strengthen INSEAD's role as a leader in the responsible use of AI in business.

Crucially, this work is already reaching the classroom. INSEAD has long been a global leader in case writing and is now using AI to evolve one of the foundations of management education: the case method. Through AI-powered role plays, immersive AI cases, and other learning experiences, students can step into a case, take on active roles,

Lily Fang, Dean of Research and Innovation.



interact with AI bots representing case protagonists, explore different perspectives, and test their decisions. These experiences add new dimensions of personalisation and immersion, while preserving what lies at the heart of the case method: faculty judgement, classroom debate, and reflection.

This academic year, more than 40 immersive AI and VR+AI cases and AI-enabled simulations have already been released for teaching, with around 20 more in development. More broadly, 66% of INSEAD cases are now used in the classroom, compared with 30% in 2015, when we were sourcing a significantly greater proportion of our case materials from non-INSEAD professors.

Multiple faculty, including **Hyunjin Kim**, Assistant Professor of Strategy, holder of the Rudolf and Valeria Maag Fellowship for Academic Excellence in Entrepreneurship, founder and chair of the INSEAD AI Venture Lab; **Ville Satopää**, Associate Professor of Technology and Operations Management; **Theodoros Evgeniou**, Professor of Technology and Business; **Phil Parker**, Professor of Marketing and INSEAD Chaired Professor of Management Science; and **Phanish Puranam**, Professor of Strategy and the Roland Berger Chaired Professor of Strategy and Organisation Design, are exploring how AI is changing firms, organisations and the way people and machines work together.

This exploration extends beyond campus. In June 2026, the second AI Forum Europe brought more than 700 academics, investors, technologists, and policymakers together at Station F, in Paris, and the Europe Campus for two days of lively debate and discussions around the practical applications and impact of AI.

Now in its second year, the AI Forum series is extending across INSEAD's global footprint, with events in San Francisco in September and Singapore in October, followed by Abu Dhabi in January 2027. Together, these gatherings connect faculty with alumni and leaders around the world, creating opportunities to exchange ideas and bring new questions and perspectives into INSEAD's research and teaching.

Rethinking Sustainability

Beyond AI, sustainability remains another important focus of our faculty's research, building on INSEAD's longstanding commitment to responsible business leadership. Their work spans ethics, gender equality, humanitarian response, and social entrepreneurship, supported by a range of centres, partnerships, and funding sources across the school. Among these is the INSEAD Hoffmann Institute, established in 2018 thanks to a landmark gift from alumnus **André Hoffmann MBA'90D** and his wife **Rosalie**.

Faculty research also addresses the environmental challenges shaping business and society – from climate change and the energy transition to biodiversity and the circular economy – equipping leaders with the tools to respond to them.

Much of the thought leadership in this space has centred on reducing carbon emissions, and for good reason. Targets have multiplied since the Paris Agreement, but policy, capital, and actual emissions reductions have not always kept pace. A recent report jointly published by INSEAD and BCG, Delivering the Energy Transformation, explored how the green energy transformation increasingly depends on implementation and collective action. INSEAD faculty bring this research to wider audiences through academic partnerships, engagement with practitioners, and collaboration with alumni clubs. They also contribute to global conversations on sustainability through forums and initiatives such as WEF-accredited programmes in Davos, COP, the IUCN World Conservation Congress, ChangeNOW, and the Earthshot Prize.

Scan to read the report.

Atalay Atasu, Professor of Technology and Operations Management, the Bianca and James Pitt Chair in Environmental Sustainability, and Academic Director, INSEAD Hoffman Institute.





Henrich Greve, Professor of Entrepreneurship, the Rudolf and Valeria Maag Chaired Professor in Entrepreneurship, and Academic Director of the Rudolf and Valeria Maag INSEAD Centre for Entrepreneurship.

At the same time, biodiversity is becoming an increasingly urgent area of focus. *"Biodiversity is a much larger-scale disruption than one can imagine, especially for minds trained in the carbon context. Be that for mitigation, compliance, or value creation purposes, it's equally – if not more – important and disruptive, with much broader complexity,"* said **Atalay Atasu**, recently appointed Academic Director of the INSEAD Hoffmann Institute and a leading scholar in the circular economy.

The challenge for business is increasingly to not treat these issues in isolation, but to view them as interconnected questions requiring new ideas, new forms of collaboration, and a willingness to rethink established models.

Accelerating Entrepreneurial Ambitions

Entrepreneurship is another important focus of INSEAD's research and teaching – and part of our DNA. Around 4% of our 2025 MBA graduates have already launched ventures of their own.

Research plays an important role in helping those ambitions succeed. For example, **Chiara Spina**, Assistant Professor of Entrepreneurship and Family Enterprise, studies how entrepreneurial firms use systematic decision-making and experimentation to innovate and grow.

This academic year, the INSEAD Entrepreneurship Forum was held at our Middle East Campus for the first time, while the INSEAD Tech Venture Summit in Singapore brought together more than 250 alumni, students, and industry experts.

"We teach entrepreneurship in our degree programmes and executive programmes. We support entrepreneurship through Centre activities that range from bootcamps to our Venture Competition. We nourish entrepreneurship through making the Entrepreneurship Forum a meeting place, and through hosting ventures in the Station F LaunchPad, our startup accelerator for alumni founders," said **Henrich Greve**, Professor of Entrepreneurship, the Rudolf and Valeria Maag Chaired Professor in Entrepreneurship, and Academic Director of the Rudolf and Valeria Maag INSEAD Centre for Entrepreneurship. *"Every activity adds energy to our ecosystem and produces new enterprises."*

The strength of that ecosystem is reflected in the fact that INSEAD ranked first in Europe and fourth globally among MBA programmes in PitchBook's 2025 University Rankings for venture capital-backed startups founded by alumni over the previous decade.

A Collective Effort

These achievements are the collective effort of INSEAD's Centres and Initiatives, bringing together faculty, students, alumni, donors, and external partners around important business and societal challenges. Their work spans entrepreneurship and family business, conflict management, strategy, health and governance, and more – creating bridges between academic research and real-world practice.

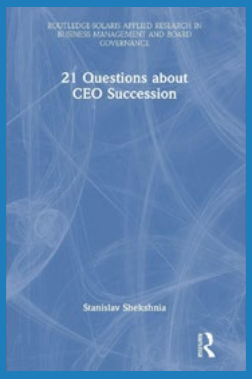
Philanthropic support plays an important role. We thank **John Singer MBA'78** for supporting negotiation and conflict-management work, and **Wendel** for its continued commitment to the Wendel International Centre for Family Enterprise.

A philanthropic gift from **Suzano** is also supporting a collaboration with INSEAD on aligning business practices with sustainable development. The initiative will bring together faculty expertise and industry experience around collective action, sustainable leadership, and the integration of profit, people, and planet.

Whether through philanthropy, partnerships, or direct engagement with faculty, this support enables INSEAD to pursue ambitious ideas and translate research into education and real-world impact.

Books by Faculty

Renowned for shaping the future of business through bold ideas and rigorous scholarship, our faculty continue to influence global conversations through their research and writing. This is a selection of books published over the last academic year that showcases our faculty's expertise in leadership, strategy, entrepreneurship, and technology.

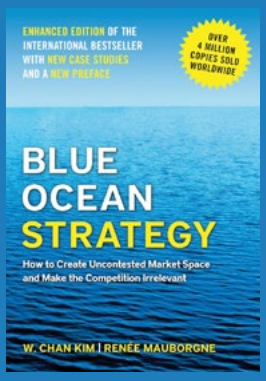


21 Questions About CEO Succession

Stanislav Shekshnia

Senior Affiliate Professor of Entrepreneurship and Family Enterprise

CEO succession is one of the most critical decisions any organisation will face. "21 Questions About CEO Succession" offers a practical framework for managing this process, from identifying the right time for a transition and evaluating potential candidates to preparing for unexpected departures and ensuring smooth handovers. Drawing on case studies, diagnostic checklists, and discussion questions, the book examines how boards, senior executives, and other stakeholders can approach succession in a more systematic way. Published in 2026, it will be useful to board members, executives, advisers, and consultants involved in the governance of public, private, state-owned, and charitable organisations. It will also interest scholars studying corporate governance, strategy, and organisational transformation.



Blue Ocean Strategy, Enhanced Edition: How to Create Uncontested Market Space and Make the Competition Irrelevant

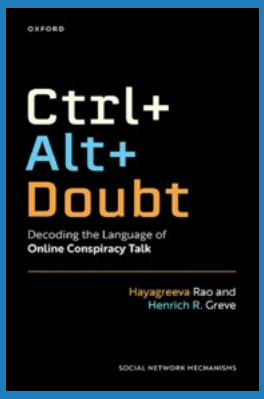
W. Chan Kim

Distinguished Professor of Strategy and International Management, Emeritus, and the Boston Consulting Group Bruce D. Henderson Chaired Professor of International Management, Emeritus

Renée Mauborgne

Affiliate Professor of Strategy and Distinguished Fellow of Strategy and International Management

In "Blue Ocean Strategy", W. Chan Kim and Renée Mauborgne argue that lasting success comes not from battling competitors in crowded markets, but from creating untapped market spaces ripe for growth. The book presents a systematic approach and practical tools to help organisations create and capture new markets. Published in 2026 as an enhanced 20th anniversary edition, it includes a new preface, updated case studies on NVIDIA and Taylor Swift, and examples from a wide range of industries and countries. A global bestseller published in 49 languages, the book will be valuable to managers, entrepreneurs, and business leaders seeking to develop new markets and rethink conventional approaches to strategy.

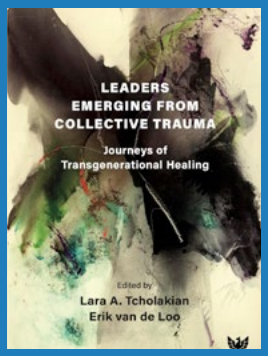


Ctrl+Alt+Doubt: Decoding the Language of Online Conspiracy Talk

Henrich Greve

Professor of Entrepreneurship, the Rudolf and Valeria Maag Chaired Professor in Entrepreneurship, and Academic Director of the Rudolf and Valeria Maag INSEAD Centre for Entrepreneurship

"Ctrl+Alt+Doubt" examines how conspiracy theories are created and spread through everyday conversations on social media. Rather than treating conspiracy theories only as psychological or cognitive problems, the authors study them as linguistic and cultural constructions: stories with recognisable semantic patterns. Drawing on computational linguistics and cultural sociology, they analyse how meanings are assembled, adapted, and circulated online. Their discussion includes conspiracy theories surrounding COVID-19 and the Black Lives Matter protests, as well as the role of fear, moral outrage, bots, hashtags, and influential users. Published in 2026, the book offers new ways of understanding how conspiracy theories emerge, spread, and persist, and how interventions might be designed to limit their social harm.

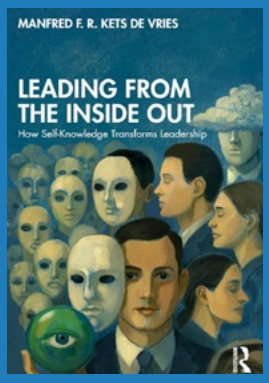


Leaders Emerging from Collective Trauma: Journeys of Transgenerational Healing

Erik van de Loo

Affiliate Professor of Organisational Behaviour

"Leaders Emerging From Collective Trauma" examines how current-day and ancestral collective traumas can influence the behaviours, values, and leadership styles of individuals and organisations across generations. Through contributions from executives around the world, the book explores the effects of war, conflict, genocide, and other large-scale disasters on leaders' identities and professional lives. The contributors describe how they have confronted inherited trauma through historical awareness, self-reflection, and inner work, and how this process can support transformation, healing, and more meaningful leadership. Published in 2026, this collection will interest general readers, researchers, policymakers, healthcare professionals, and others seeking deeper insight into the relationship between collective trauma and leadership.

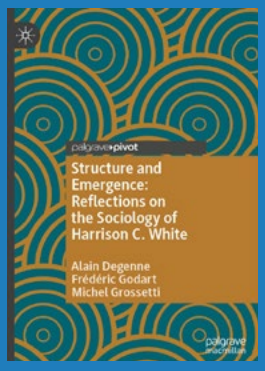


Leading from the Inside Out: How Self-Knowledge Transforms Leadership

Manfred F. R. Kets de Vries

Distinguished Clinical Professor of Leadership Development and Organisational Change and the Raoul de Vitry d'Avaucourt Chaired Professor of Leadership Development, Emeritus

"Leading from the Inside Out" examines how self-knowledge can transform leadership. Drawing on personal stories, real-world case studies and his experience in executive coaching and psychoanalysis, Manfred F. R. Kets de Vries encourages leaders to look inward before leading outward. The book explores leadership patterns, unconscious organisational dynamics, and the importance of reflection when making difficult decisions. It shows how reflective leadership can help leaders navigate uncertainty and complexity with greater authenticity. Published in 2026, the book offers practical insights for executives, managers, coaches, and anyone seeking to lead with greater awareness and impact.

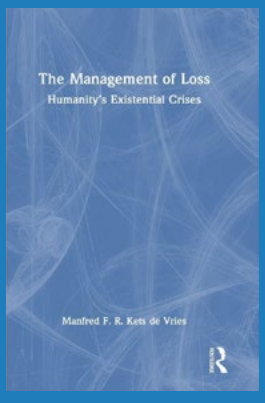


Structure and Emergence: Reflections on the Sociology of Harrison C. White

Frédéric Godart

Professor of Organisational Behaviour

"Structure and Emergence" examines the influential work of American sociologist Harrison C. White, whose ideas have shaped social network analysis, the sociology of culture, and economic sociology. The contributors explore his understanding of how social structures form, evolve, and give rise to new social formations. Focusing particularly on "Identity and Control", the book explains how White's relational approach illuminates questions of identity, meaning, and how institutions and styles emerge. Written by scholars who worked with White, translated his writings, or developed his ideas, the book offers a thorough yet accessible discussion of his contributions. Published in 2026, it will interest students and researchers in sociology, network analysis, economics, political science, and organisational studies.



The Management of Loss: Humanity's Existential Crises

Manfred F. R. Kets de Vries

Distinguished Clinical Professor of Leadership Development and Organisational Change and the Raoul de Vitry d'Avaucourt Chaired Professor of Leadership Development, Emeritus

Loss can take many forms, including bereavement, illness, unemployment, retirement, divorce, separation, loneliness, and boredom. In "The Management of Loss", Manfred F. R. Kets de Vries explores how people respond to these experiences in both life and work. He examines how grief may be denied or avoided, and how work can sometimes become a coping mechanism for managing the existential anxiety of loss. Through personal anecdotes, case studies, and illustrative vignettes, the book encourages readers to recognise defensive patterns, reflect on their choices, and find meaning amid loss. Published in 2026, it offers a thoughtful perspective that will be particularly relevant to executives, coaches, consultants, self-help readers, and well-being practitioners.

IMPACT STORY

Pascale Witz MBA'96J: Leading Companies, Developing Women Leaders



Twenty years ago, an acquaintance told **Pascale Witz MBA'96J** that she wanted to turn down a new role because she did not feel ready. Pascale's response back then was immediate: *"Are you crazy?"* She urged the woman not to discount herself and to trust in her own abilities. Taking Pascale's advice, the woman decided to accept the role – which turned out to be the best decision of her career.

The encounter stayed with Pascale because it reflected what she values most in leadership: helping people – especially women – develop their potential, take on greater responsibility, and go as far as they can.

This ethos is something Pascale applies to her own life and career. In the 1990s, as she progressed rapidly in the pharmaceuticals industry, she found herself beginning to manage teams, budgets, and marketing plans without formal business training. As such, she decided to enroll in INSEAD's MBA programme to develop those skills – all while juggling a nine-month-old baby. Her hard work paid off: INSEAD gave her practical frameworks, an appetite for continuous learning, and a global community that has stayed with her since.

When Pascale joined GE Healthcare in 1996, few women held senior positions. She joined the company's emerging Women's Network, before diversity became a corporate standard, and eventually went on to co-lead it. While raising a family and taking on demanding roles, she learned to manage her time carefully, delegate, and mobilise a wider network. The experience taught her to lead through influence.

In 2000, while at GE, she co-founded the Cercle InterL with IBM and Orange to share best practices for advancing women's careers in science and technology. One of France's early cross-company women's networks, it now includes about 15 large industrial firms and recently marked its 25th anniversary.

Progress in gender parity has followed, but slowly. In 2016, only one French woman led a CAC 40 company for the first time. A decade later, five CAC 40 companies are led by women, which Pascale views as both great progress and a reminder of how much remains to be done.

Her commitment to supporting women also extends to education. In 2013, as her children grew older, she reconnected with INSEAD through the French Council and later the school's Board. Having benefited from the MBA and its community, she began considering how to help more women access higher education. In 2023, she established a scholarship for French women who need financial support to pursue the INSEAD MBA.

The scholarship continues a commitment that began in 1997, supporting women while extending Pascale's contribution to INSEAD. *"Nothing, absolutely nothing, in my journey was built alone,"* she shared.



Philanthropy

Making an Impact
Giving Day 2026

The INSEAD community came together in record numbers for Giving Day 2026, helping to shape a brighter future for the school and its students.

A Record-Breaking Year

Giving Day 2026, which took place from 19–26 March, was another impressive demonstration of the generosity of our donors and alumni community. Surpassing our goals, we achieved a record-breaking 3,944 donors, with gifts totalling €1.7 million.

This year, four key impact areas – scholarships, research, campus renewal, and the Dean's Fund (unrestricted giving) – were highlighted, providing donors with a selection of different ways to offer their support. Scholarships proved the most popular, receiving 58% of the total amount raised and enabling future generations of students to access an INSEAD education.

The impact of this support is clear, as scholarship recipient **Nami Nguyen MBA'26J** noted: *"I truly believe that financial burden shouldn't be a barrier for education, opportunities and personal growth. I feel very lucky to be the recipient of an INSEAD scholarship – without it, I wouldn't be here."*

Meanwhile, the Dean's Fund, which gives the school the flexibility to direct funds where the need is greatest, was supported by 36% of donations. We saw substantial giving to research, thereby equipping our faculty with the resources they need to continue their world-leading work. Also receiving generous support was campus renewal, which helps to advance such exciting initiatives as our Europe Campus Re-imagination project (see page 40).



Nami Nguyen MBA'26J.



MBA'09D: 30% participation in Giving Day 2026.



Lilia Jolibois MBA'92J, INSEAD Alumni Fund (IAF) President Canada.

Total raised

€1.7M

Donors

3,944

All About Participation

At its heart, Giving Day is about participation: every gift, large or small, makes a meaningful difference and has an impact. This year's results reflected a growing level of engagement across the INSEAD community, further reinforced by the many events and gatherings organised by our volunteers.

Canada once again stood out, with 23% of alumni taking part – the highest participation rate among countries with large alumni populations. As part of the country's Giving Day celebrations, alumni gathered at Accenture's Toronto and Montreal offices for a dialogue with **Professor Theos Evgeniou** on future-proofing industries, companies, and careers in the age of AI.

"Canada delivered remarkable participation and a powerful display of collective generosity once again, demonstrating how Canadian INSEADers come together to support one another and invest in INSEAD's future. The event reflected INSEAD at its very best: intellectually stimulating, forward-looking, and united by a shared ambition to shape the future of our school," said **Lilia Jolibois MBA'92J**, INSEAD Alumni Fund (IAF) President Canada.

France, meanwhile, recorded the highest total number of donors, setting a new record. Elsewhere, donor numbers rose by double digits in Belgium, China, Greece, India, Japan, the Netherlands, Poland, and Portugal, while Hong Kong, Singapore, Germany, the U.K., and the U.S. also saw strong increases.

Our 2026 Donor Challenges



3800 Donor Challenge

Verena Butt d'Espous MBA'07D



Scholarship Challenge

David Kitterick MBA'08D



Research Challenge

Anonymous



Campus Renewal Challenge

Ji Hoon Lee MBA'10J



Dean's Fund Challenge

Kristin Skogen Lund MBA'92J



Women in Business Challenge

Alexandra Papalexopoulou MBA'90D



Canada Challenge

Andy Burgess MBA'91D



Netherlands Challenge

IAF & NAA Netherlands



Switzerland Challenge

Paolo Ciarlariello MBA'02D & Pooja Gupta MBA'02D



Partners Scholarship Challenge

Jeff Clay MBA'03D



MBA'26D RH Challenge

David Suddens MBA'78



Young Alumni Challenge

Chwee Foon Lim MBA'98D & Shaun Tan MBA'98D



MIM'27 RH Challenge

Jamie Pike MBA'84J

In the Netherlands, volunteers brought alumni together at ING's Amsterdam headquarters for a lively event featuring **Maria Guadalupe,** Professor of Economics, and the Mark Pathy MBA'98D Chair in Organisational Economics and Productivity. The National Alumni Association (NAA) also underwrote a Giving Day challenge and contributed €10,000 to the school.

"We deeply believe that moving forward means giving back. For most of us, INSEAD changed our lives – and the Dutch IAF and Alumni Association are committed to making that opportunity accessible to people around the globe," said **Saloua Essalhi MAP'17** and **Chantal Stoffelsma MBA'15D**, Co-Presidents of the **IAF The Netherlands**.

Engagement was also strong across degree programmes and generations. The class with the highest participation rate was also the youngest: **MIM'27**, whose **Robin Hood Campaign** raises funds for scholarships to support the following year's cohort. This class achieved a record 100% participation rate, with all 218 students taking part.

Special mention also goes to **MIM'26, MBA'09D,** and **MBA'03D**, as they all achieved a 30% participation rate or more. MBA'09D, '03D, '09J, and '07D also surpassed their previous participation records. The TIEMBA classes of '19, '23, and '17 likewise recorded strong participation rates, as did the class of EMBA'23.

Manish Kumar Singh MBA'09D recalled the build-up to Giving Day: *"The sheer excitement and drive on WhatsApp in the build-up to Giving Day were amazing. It was about reliving our time at INSEAD."*

Rachna Chowla MBA'09D also added: *"Supporting scholarships gives our class an opportunity to come together and help students study at INSEAD to share in the unique magic we experienced – something that continues to bind us together as friends, 16 years after our MBA graduation."*

Engines of Giving

Alumni volunteers played a central role in this year's success. All IAF and INSEAD Alumni Association (IAA) volunteers donated, and seven of the top 10 MBA classes by participation were led by IAF volunteers.

Our heartfelt thanks also go to our Challenge Donors, who pledged additional gifts when specific targets were reached.

Thank you to everyone who gave or volunteered. Your generosity and commitment help ensure that INSEAD remains an inspiring place to learn, teach, and work.



Saloua Essalhi MAP'17, IAF Co-President the Netherlands.



Chantal Stoffelsma MBA'15D, IAF Co-President the Netherlands.

Robin Hood 2026

Students Coming Together for Future Students



Robin Hood campaign, Asia Campus.

Three cohorts came together this year to continue the beloved Robin Hood Campaign. Through auctions, challenges, and class-wide initiatives, MBA'26J, MBA'26D, and MIM'27 raised €124,339 through 1,807 individual donations. Their efforts reflect a longstanding tradition of fun fundraising, solidarity, and students supporting future students.

A Tradition of Solidarity

Led by current students, the Robin Hood Campaign raises funds for a need-based diversity scholarship. Through auctions, challenges, and other engaging activities, students offer their time, talent, and creativity in support of a future member of the INSEAD community.

Behind every event was a team of volunteers balancing the campaign with the demands of their MBA or MIM programmes. They organised activities, encouraged classmates to participate, and kept the momentum going from one initiative to the next.

This year, MBA'26J, MBA'26D, and MIM'27 took up the challenge with energy and imagination. Together, the three cohorts attracted 1,807 donations from 926 student donors.

MIM'27 set the pace with an exceptional 100% participation rate, raising €27,324. MBA'26D and MBA'26J followed with participation rates of 82.54% and 80.53%, bringing in €46,500 and €49,232 respectively, with MBA'26J generating the highest total.

Alumni Join the Effort

The students were not alone in their efforts. Alumni matching donors stepped forward to amplify the impact of each campaign and strengthen the connection between past, present, and future members of the INSEAD community.

A recent alumnus matched donations to the MBA'26J campaign, increasing the value of every contribution and becoming one of the youngest-ever recipients of the Bronze Salamander.



Robin Hood campaign, Europe Campus with David Suddens MBA'78.

For MBA'26D, **David Suddens MBA'78** did more than provide a matching gift. He also joined students at the campaign's flagship auction in Fontainebleau, where he donated a dinner for four and spent the evening getting to know members of the cohort. From professors offering exclusive classes to wine tastings, cooking experiences, and unexpected lots, Robin Hood auction nights are as much about fun and discovery as fundraising, bringing students together in support of future generations.

Jamie Pike MBA'84J once again supported M1M'27 as a matching donor, continuing his longstanding relationship with the Robin Hood tradition.

Their involvement reflected the enduring spirit of the campaign: students and alumni joining forces to create opportunities for those who will follow.

Beyond the Numbers

The success of Robin Hood is measured not only by the final amount raised. It can also be seen in the hundreds of students who chose to participate while balancing coursework, recruitment, and other commitments, and in the volunteers who gave their time to bring their cohorts together.

The campaign also introduces students to philanthropy early in their INSEAD journey. For many, it marks the beginning of a connection with the school and its mission that will continue long after graduation.

Most importantly, the funds raised will help three talented individuals access a life-changing INSEAD education and become part of the community that made it possible.

To every volunteer who organised an event, offered an auction lot, encouraged a classmate, or helped drive the campaign forward – and to every donor who answered the call – thank you.

The 2026 campaigns were a powerful reminder of Robin Hood at its best: creative, generous and united by a commitment to future students.

In Memoriam

We remember with affection all those in our INSEAD community who passed away during the past academic year. Our thoughts are with their families, friends, and all who knew them.

Rolf Abdon ***MBA'70***

Martin Baville ***MBA'85D***

Peter G Behr ***AMP'68***

Joop Brukx ***AMP'91Feb***

Jean-Luc Chretien ***MBA'68***

Tom Cross Brown ***MBA'76***

Jose Manuel de Tello ***MBA'82***

Gilbert Donsa ***MBA'75***

Jimmy Enthoven ***MBA'70***

Ferdinand E Fischer ***MBA'74***

Louis Fréling ***MBA'63***

Jacques Gairard ***MBA'66***

Hanno Gauger ***MBA'68***

Bruno Gfrerer ***AMP'88Jul***

Michael Goedhuis ***MBA'66***

Christoph Grosspeter ***MBA'96D***

Peter Grut ***PIGG'78Feb***

Werner Henschel ***MBA'66***

Eric Heurtaux ***MBA'03D***

Christopher Jackson ***MBA'76***

Patrice Jacqueau ***MBA'63***

Guy Joly ***MBA'74***

Hilary Dixon Lewis ***MBA'81***

Richard Madey ***MBA'70***

Jorgen Melchior ***MBA'65***

Guy Moussel ***MBA'79***

Hans Ohnsorge ***MBA'69***

Nicolas Perris ***MBA'75***

Henrik Peytz ***MBA'91J***

Claire Pike ***MBA'69***

Francisco Pinto Balsemão ***Board and Commitee Member***

Rolf Qvenild ***MBA'66***

Lee Remmers ***MBA'62***

Efraim Rennert ***MBA'77***

Thomas W Rickli ***IEP'87Mar***

Peter Rislin Soerensen ***MBA'95J***

Gody Roos ***MBA'74***

Oliver W B Ross ***MBA'82***

Frederic Sarrat ***MBA'07D***

Karin Schoeffmann-Stuebich ***MBA'85D***

Kieran Smith ***MBA'96J***

Ewa Maria Smolczynska ***MBA'76***

Alain Somia-Taulera ***MBA'68***

Christoforos Stratos ***MBA'90D***

Alexis Tsantilis ***MBA'82***

François Vachey ***MBA'68***

Vittoria Varianini ***MBA'91J***

Peter A Verloop ***MBA'70***

Giso Von Steinrueck ***MBA'90D***

Richard Wynn ***MBA'64***

Nestor Zarate ***MBA'67***

We reflect here on the lives of two active members of this community, **Claire Pike MBA'69** and **Rolf Abdon MBA'70**, and the many years they shared with INSEAD.



Remembering Claire Pike MBA'69

Our INSEAD community mourns the loss of **Claire Pike MBA'69**, alumna, former Secretary General, and a cherished member of the INSEAD family. Over three decades of service, she helped shape the school we know today.

In 1968, Claire was among the first women to join the MBA programme—one of just four out of 192 participants, to be exact. After a brief career at L'Oréal, she returned to INSEAD, taking on roles across MBA admissions, career services, programme leadership, and external relations. As Secretary General, she drove the school's first fundraising campaign and the creation of INSEAD's Foundation.

On the Europe Campus, the Octapharma building – originally named Plessis-Mornay – stands as one of Claire's most visible legacies. As Secretary General and Director of Real Estate Development, she helped oversee its expansion, completed in 2004, which increased teaching capacity by 25%. Claire also helped INSEAD expand into Asia in 2000, and later into the Middle East.

Creating opportunities for others, especially women, remained central to her work. Drawing on her own experience, Claire championed women in business and management education and took particular pride in their growing representation among INSEAD's students and leaders.

Claire is survived by her husband, **Christopher Pike MBA'72**, their children, and grandchildren. We remember her with affection and gratitude for all she gave to INSEAD and to the generations who followed her.

Remembering Rolf Abdon MBA'70

For many in the INSEAD community, **Rolf Abdon MBA'70** was a familiar and deeply respected figure. A loyal alumnus, dedicated volunteer, and generous supporter, he gave his time and experience to the school over more than five decades, until his passing in February 2026.



Born and raised in Sweden, Rolf studied law and business at Lund University before arriving in Fontainebleau in 1970. His MBA year marked the beginning of a lifelong connection to INSEAD, sustained by friendships and a shared belief in business education.

After working briefly for a Swiss bank, Rolf returned to Sweden, where he and his brother Leif founded Abdon Mills, now Abdon Food, in 1973. Their openness to new ideas helped them introduce muesli to Sweden and later develop the Finax gluten-free range. In 1986, Rolf co-founded Grain Millers in the U.S.

As his businesses grew, Rolf continued to make time for INSEAD. He served on the National Council Sweden, the International Council, the INSEAD Board and, later, the Advisory Council. As Chair of the INSEAD Alumni Fund for many years, he encouraged fellow alumni to take part and give back.

In 2010, Rolf helped establish the INSEAD Alumni Association Endowed Scholarship Fund with his friends **Daniel Labrècque MBA'81** and **Claude Rameau MBA'62**. It remains the school's largest endowed scholarship fund and has helped 150 students from different backgrounds access an INSEAD education – a lasting legacy of his belief in future generations.

Our thoughts are with Rolf's wife, Anna, and their four daughters. We are deeply grateful for his lifelong friendship and generosity. He will be remembered with affection by the community he supported for so many years.

INSEAD Lifelong Learning

INSEAD Alumni Forum

Asia at the Crossroads

Save the Date!

2-3 April 2027 | Singapore



Scan to sign up

Dates for 2027

Giving Day.....11-18 March
INSEAD Alumni Forum in Singapore.....2-3 April
Global INSEAD Day.....12 September

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