60 Years
A Celebration of the INSEAD Alumni Association
Dedicated to Claude and Tuulikki Janssen, who truly embody the spirit of passion for INSEAD
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Special thanks are due to Michael Butt MBA’67 and Sven Kado MBA’72, who kindly sponsored the first edition of this publication.
Foreword from the President

Sadia Khan MBA’95D
President
INSEAD Alumni Association

It has been a privilege to lead the IAA for the past five years. The INSEAD alumni network is unique in its diversity, with more than 60,000 alumni spread across 176 countries. Keeping this diverse body of alumni connected and sustained with growth opportunities is at the heart of what the IAA does – through networking, career development and lifelong learning services.

As we celebrate 60 years, the IAA and its 62 National Alumni Associations and Global Clubs can reflect with pride on what is now on offer to members: over 800 networking events globally each year, a new peer-mentoring platform, best-in-class lifelong learning programmes and our ever-expanding alumni forums around the world – all offering a wealth of knowledge, resources and connections.

I would also like to pay tribute to the grand lineage of personalities and traditions that have helped shape our collective history. So much has been achieved to strengthen the school and its alumni network by the IAA over the years, and I am extremely proud to have been part of this journey. I hope you will enjoy this book and the insight it offers into our diverse and vibrant alumni body.

I would encourage you all to volunteer for INSEAD and experience for yourself, as I have done, the immense pleasure of being a part of this dynamic community.
INSEAD is on a great journey to become an even better school than it has ever been before and the INSEAD Alumni Association (IAA) is vital to our success. As I travel the world to attend IAA events, I am very impressed by the team: their conversations, accomplishments and ability to connect our vast global community. I have deep admiration not only our alumni volunteers’ professionalism but also their commitment and passion for INSEAD. Through different platforms, they bring us together from all over the world so that we support our school – and each other.

Reading “60 years – A Celebration of the INSEAD Alumni Association” was, therefore, a true pleasure for me. Although I knew the IAA has a history as a strong, independent organisation, the anecdotes and many voices make that history come alive. I am very grateful to everyone who contributed to this endeavour; it is an important piece in understanding the formation and evolution of our school.

INSEAD is fortunate to have an influential, far-reaching and increasingly connected alumni network. By celebrating the history of INSEAD Alumni Association, we join together to take pride in our school.
Message from the Dean

Ilian Mihov
Dean of INSEAD

It has been one of the many pleasures during my tenure as Dean of INSEAD to collaborate so closely with the INSEAD Alumni Association. Founded in 1961 by a pioneering group of graduates, today it is still run by a team of exceptionally dedicated and passionate alumni volunteers. Their work with our network of associations and clubs ensures that our alumni benefit from unparalleled global networking and growth opportunities.

As the IAA celebrates its 60th anniversary, I have had the chance to reflect on the powerful ally the school has in the IAA and the great work that has been carried out by Sadia and her team these past five years, as well as by the people who came before her and also contributed so much to our alumni.

Addressing the world’s greatest challenges and empowering our alumni to conduct business in ways that positively impact our planet and its people are at the core of our values and our mission. I am enormously thankful for the key role that the IAA has played in INSEAD’s story of growth and internationalisation by so imaginatively engaging our vibrant global community.
Message from the Co-Founder of INSEAD

Olivier Giscard d’Estaing
Co-Founder and original Director General of INSEAD

Dear INSEAD alumni

Is it possible for more than 60,000 people to maintain a single, collective friendship? I think we have proved that it is, for we all share the same fundamental values, which in turn shape our actions, decisions and beliefs. Above all we share the same hope for our challenging yet fascinating world: a world that we are able to experience together thanks to today’s extraordinary communication channels – which we simply could not have imagined at the founding of INSEAD six decades ago.

It remains for me to wish you all the very best in your careers. May they contribute every day to improving the lives of our fellow citizens in this world.
Before we travel back into the past, here are two timeless truths. First, the reputation of any business school depends on the success of its alumni. Second, any alumni body is only strengthened by rigorous organisation and communication.

It follows that an MBA provider consistently ranked in the world’s top three by *Financial Times* must owe an extraordinary debt to its alumni pioneers and volunteers. INSEAD began, not just thanks to its ambitious founders, but also because its first participants were willing to risk their careers on a school that had no alumni whatsoever nor any form of academic record. Then came the builders, the generations who invested their time and energy over nearly 60 years to help organise the world’s most international alumni network: more than 60,000 former participants drawn from 166 nationalities and spread across 176 countries.

The international INSEAD Alumni Association (IAA) is at the heart of INSEAD’s astonishing story of growth and globalisation. To some extent its history is that of the School itself. And yet, though intricately linked to the institution, the IAA remains proudly independent — with a story worth telling in its own right. The pages that follow thus stand as a tribute to the many pioneers and volunteers over the years who have helped to build not just *The Business School for the World* but the most global alumni associations on the planet.
General Georges Doriot had big ideas for the business school that he founded in the late fifties. He announced that he was creating "a distinguished European Graduate School of Business", founded on the Harvard Business School “case method” but truly international in both outlook and intake – and the first 62 participants enrolled enthusiastically. “The two words that we found attractive were ‘Europe’ and ‘Harvard’,” explains Jean-Marie d’Arjuzon MBA’60. “It was as if the American dream had come back across the Atlantic.”

Yet the beginnings of the INSEAD Alumni Association were as modest as the founder’s aims were ambitious. “We were just 62 participants living in Fontainebleau,” says d’Arjuzon. “We left in June and the second promotion wasn’t due to arrive until September. So we created an ‘Association des Anciens’ to keep in touch with each other and make a link with the new class.”

Before enrolling, d’Arjuzon had been an oilman in Dakar, Senegal. He took a year’s leave of absence to attend the fledgling European management school, but INSEAD “opened his little mind”, as he puts it. He decided to leave Africa and petroleum for the exciting new world of advertising and Paris, thereby changing geography, industry and function all at once – and launching an INSEAD tradition. At the same time, rather than getting involved with the “anciens” of his former French business school, he volunteered to become the first president of the INSEAD alumni association. Again, this would turn into a tradition. Future generations of participants would all report that they formed far closer bonds with their one-year MBA colleagues than the undergraduate friends they had studied alongside for years.

At this point, however, dreams of tens of thousands of others following d’Arjuzon’s example would have seemed grandiose. And the trailblazer himself is characteristically understated about his election as President: “It was just because I was one of the most experienced and I lived locally,” he explains.
Modesty notwithstanding, under d’Arjuzon’s leadership the IAA immediately outgrew its own objectives. No sooner had he contacted the new arrivals and convened his first committee meeting than INSEAD enlisted his foot soldiers to help interview potential participants – yet another custom that continues up to the present day. “Once or twice a month, during INSEAD’s second year of existence, a few of us who lived in Paris would travel to Fontainebleau and interview candidates,” recalls d’Arjuzon.

By March 1964, the young association had its own newsletter (published three times a year with Henry Dougier MBA’63 as editor), plans to produce a rudimentary alumni directory, eight “Regional Committees” and a structure – elegantly presented in the diagram below (from the first edition of the Bulletin des Anciens de l’INSEAD). And the “Alumni News” section at the back of the publication reveals a network that already stretched from throughout Europe to the Americas, Middle East and Asia.

Following the model of the French Grandes Écoles alumni associations, d’Arjuzon and his team of country representatives developed the idea that this network would also help alumni to support each other in their careers.

As d’Arjuzon’s presidency progressed, another purpose of the IAA emerged. “The idea was that we might represent the alumni in a dialogue with the management of the School,” he says. However, it is not entirely clear that INSEAD’s leaders were yet ready to listen and d’Arjuzon is typically keen not to overstate his achievements in this respect. “My greatest achievement as President? It’s to have made the members pay an annual fee by bank transfer!” he concludes.
Somewhat bizarrely too, the IAA acquired a shop on the Fontainebleau campus, selling T-shirts and other INSEAD- or salamander-branded goods to participants. The venture had been started by Martin Flash, together with two classmates, during his year as a research assistant. It had been a runaway success in entrepreneurial terms, but now that Flash was Treasurer, he felt it was only right for the IAA to reap the benefits. He and his co-owners sold the business to the Association, seeking only to recover their original investment – and the shop continued to thrive.

Finance was, at the time, one of the central preoccupations of the IAA. The only income was from the shop, the address book and the annual contributions of the local alumni associations. The IAA costs were dominated by printing and distributing “SIN”, and organising twice-yearly meetings of all the recognised member associations (recognition was conditional on paying dues and having statutes mirrored to those of the IAA). This required Flash to create a system of control and accounting that would be acceptable in both directions: from the centre to the local associations and vice versa – a far-from-simple task.

Meanwhile, at Board level, most of the discussions were to do with real estate and the nascent tensions with next-door-neighbour CEDEP. For the most part, the alumni point of view was taken into account by the board-level dignitaries – and regular meetings took place with the Dean and the school’s management. Alumni wishes continued to prevail in one important matter: the retention of German as a compulsory exit requirement (it had ceased to be an entry requirement in 1973).

Given this linguistic allegiance, it was no surprise when in 1982 the alumni elected a German, Jürgen Zech MBA’68, as their next president. In fact, although he had helped to found the German NAA and the Deutsche INSEAD Gesellschaft (consisting of prominent business figures and a forerunner of the School’s later system of National Councils), he was not a proponent of German as an entry requirement. “I always believed that German was a hindrance for many excellent students, but I did believe that a certain level should be required by the time they left the School,” he explains. And indeed German would hang on to this status, thanks largely to the determination of the alumni, until 1988.

However, the debate at Board level transcended the purely linguistic. The crucial question was now: to what extent should INSEAD remain a European school? “The geographical focus was on the US and South America in the early eighties,” says Zech. “But the alumni were broadly in support of looking eastwards.” This seemed logical, given the successful forays into Asian business already undertaken by a young French professor, Henri-Claude de Bettignies – culminating in 1980 in the creation of a Euro-Asia Centre (albeit in the middle of a French forest).
The groundwork laid by the first two presidents and their fellow volunteers had resulted in a well-established single alumni association with several national committees... which soon morphed into semi-autonomous National Alumni Associations (NAAs). One of the most successful of these had been the Benelux group, led by Piet van Waeyenberge MBA’63. “But my greatest achievement as head of the IAA was to preside over the break-up of the group I’d helped to create!” he jokes. It was a measure of how far INSEAD had come that by 1970 there were enough alumni to sustain separate associations in Belgium/Luxembourg and the Netherlands.

It was also a measure of how far the IAA had come that in 1970, two years after taking over as international president, van Waeyenberge was offered a seat on the full INSEAD Board. “The debates were mainly about finances and appointment of professors,” he remembers. “But my contributions were not treated with great respect. Over the years, we alumni would have to earn our respect by promoting INSEAD through the NAAs.”

And so, in parallel to playing a new role in the governance of an increasingly professional school, van Waeyenberge concentrated on further professionalising the IAA and the NAAs. “I was fortunate to have a very good personal assistant!” he says, continuing the presidential tradition of modesty.

During his tenure, the alumni address book became — quite literally — a professional production, when Alan Philipp MBA’67 assumed the role of publisher and imposed high production standards, equivalent to those of a commercially produced directory. More than four decades later, he would be awarded a lifetime achievement award by the UK Data Publishers Association, at which point he would tell the press: “A business school asked me to do their directory for them and then I started doing them for other business schools. It became a full-time job.”
From the early seventies onwards, not only would the address book begin to generate advertising revenue for both Philipp and the IAA; all IAA Presidents would automatically become members of the INSEAD Board. However, it is telling that the older board members were still reluctant to listen to these young upstarts. “It was an ongoing fight to be accepted,” says Dane, Jørgen Friisberg MBA’62, who took over as IAA President in 1974. “One of my main challenges as president was to get recognition from these elderly men around the table... although it wasn’t quite as dramatic as the big fights we used to have over lunch at INSEAD. I can tell you that there were often grapefruit flying through the canteen at the Collège des Carmes!”

His other main challenge – and eventual achievement – was to build an international infrastructure for the IAA. He travelled tirelessly throughout Europe and, as a global headhunter, tried to fit as many international meetings as he could into his professional schedule. As the classes multiplied, so did the diversity of alumni destinations and the potential for new NAAs.

However, in those days, “becoming truly international wasn’t on the cards”, as Friisberg puts it. Although there were national associations in the USA and Israel, the Lebanese, Canadian and Mexico groups had folded. The European identity of the School had not yet started to fade. Indeed, there was even talk of adding a fourth European language. He recalls: “I remember talking to the management of the School about whether they were interested in Spanish becoming an official language of INSEAD. They said ‘yes’, and I made the mistake of promising it at an alumni meeting in Madrid... which turned out to be a little embarrassing.”

No one from the community had yet truly made it to a senior position in business. But momentum was gathering and the alumni voice was growing louder. In 1976, Michel Gauthier MBA’61 created a parallel structure to the IAA, the INSEAD Alumni Fund (IAF), which was concerned purely with raising funds for the School. Presumably, this was a sign that INSEAD graduates were growing in affluence – if not in influence.

By 1978, the INSEAD Address Book listed 4,000 alumni and was making a profit of nearly US$10,000 from advertising. In just ten years it had grown from a pocket-sized format with few enough pages to be stapled rather than glued to become an A5 brick of a book.
However, the bigger the organisation, the greater the politics – as Martin Flash MBA’76 remembers all too well. After graduating, he had stayed on at INSEAD for a year as a research assistant, before moving to Paris in 1977 for a new job. Until then he had played no part in the IAA, but one weekend, his old classmate John Cutts called out of the blue and invited him to Vienna. “I’ll never forget his words,” says Flash. “We have decided that you’ll be treasurer. It was a coup! Or so I thought.”

Coup or not, although the School was now nearly two decades old, the first four IAA presidents had all come from the first four promotions. None of them had studied on the new co-ed campus or under the new, professionally academic faculty – led first by the charismatic and aptly named American dean, Dean Berry, and then by former Oxford don, Uwe Kitzinger. INSEAD was still resolutely a European business school, but it had changed in many ways and there was a new generation of alumni itching to take over the IAA.

“We duly went to Vienna,” recalls Flash. “I stood behind the curtain, waiting for the daggers to come out. And then I waited some more. Nothing happened!”

However, it soon turned out (over a very civilised lunch in the Hotel Sacher) that Friisberg was concerned about a growing conflict of interests. As a headhunter, he felt he had too much of a professional investment in the IAA, not to mention too heavy a workload. The prospective coup dissolved into an orderly vote and Willem Prinselaar MBA’71 was elected in Friisberg’s place. Living in Germany with his French wife and working for a UK company, he was the first Dutch president. Above all, he was the first to reign from a new generation. And the IAA now had a more rigorous and democratic mechanism for effecting change at the top.
“My first priority was to put together an international team,” says Prinselaar. Bernard Courtaud, who was very active in the French NAA, became Secretary, while Martin Flash finally did take over as Treasurer. The “bulletin” launched in 1964 had long since lapsed, so the former political plotter, John Cutts and his wife Nicky – with the help of Gérard Lacape MBA’69, then President of the French National Alumni Association – volunteered to launch a new-look magazine called Salamander Information Newsletter (or “SIN” for short!).

In fact, the French NAA already had a similar newsletter that advertised an astonishing 100 jobs a month from headhunters. It also had some 2,000 members and a permanent office of its own in Paris. “Our critical mass enabled us to lead the way, both as a model for other NAAs and as a mine of ideas for the IAA,” says Lacape. “But that also made the French somewhat reluctant to contribute to an international organisation that had until now been largely an affiliation of national presidents.”

Together the new team set about a number of new initiatives, inspired by the French trendsetters. But the main imperative, as Lacape suggests, was to put some structure in place. This is not to say that the earlier generation had failed to organise the Association. It was just that the rapidly expanding and increasingly global community required organisation on a whole new scale – and the IAA needed a framework that would allow for even stronger growth to come. “We were quite pugnacious and ambitious for INSEAD,” says Cutts, by way of explanation.

The team drew up completely new statutes and reincorporated the IAA in Luxembourg to underline its independence from both INSEAD and the largest NAA, which were both in France. They also created and copyrighted a new salamander logo, using a design commissioned from a ’79 alumnus’s wife – whose initials HVV can be seen to this day, hidden below the fiery beast’s tail. And the new magazine not only went from strength to strength editorially but also played a practical role in cementing the relationship between the NAAs and the IAA. “We finally got them to share information and best practice!” exclaims Prinselaar.
Somewhat bizarrely too, the IAA acquired a shop on the Fontainebleau campus, selling T-shirts and other INSEAD- or salamander-branded goods to participants. The venture had been started by Martin Flash, together with two classmates, during his year as a research assistant. It had been a runaway success in entrepreneurial terms, but now that Flash was Treasurer, he felt it was only right for the IAA to reap the benefits. He and his co-owners sold the business to the Association, seeking only to recover their original investment – and the shop continued to thrive.

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“I’m glad to have served as IAA president,” concludes Zech. “But I’m even more glad that I left Michael in a strong position to take the organisation forward.” In fact, the next president, Michael Butt MBA’67 had already been invited to join the INSEAD Board on his own merits (as indeed had Zech before him). It was another sign that alumni were making a name for themselves in the world.

But the School and, to some extent, the Association were still in a relatively precarious position. “INSEAD’s finances were very tenuous throughout my tenure as President,” says Butt from his office in Bermuda. “And there were always issues with the NAAs’ payments to the central IAA – and what they got back in return.” Most IAA volunteers had enough to worry about in funding their own organisation, let alone helping to fund the School, so it made sense for the INSEAD Alumni Fund, which had been chugging along in parallel since its founding in 1976, to continue developing separately from the IAA.

“Nevertheless, you can’t entirely disconnect the two,” insists John Cutts, the former alumni-magazine publisher, who took over as IAF Chairman during the Butt presidency. “It’s like having a company and only considering the operations, not the shareholders. The comparison I used at the time was that by paying your subscription to the IAA provided the working capital for a global alumni network, while giving to the School through the IAF represented a long-term equity investment.”

By now, the speed of internationalisation – both at INSEAD and the IAA – was bringing new challenges, beyond the small matter of finances. The most contentious of these by far was still whether or not to relax the language requirements at both entry and exit.

“It seems as if we spent all of the 80s talking about languages,” says Butt with a sigh. “If dropping German was a difficult decision, dropping French was far more emotionally charged. You wouldn’t believe the heated arguments we had in the IAA... You can’t possibly give up on French! It all started in France!” In the end, of course, French would have to go. It was inevitable that the increasingly global faculty and student body would prevail over the alumni. After all, even the French professors preferred teaching in English, because they received higher evaluations than in their own language!
Between these arguments (in three languages), Butt and his team were focused on trying to find out what worked at NAA level and what didn’t. He recalls: “The Belgians were particularly successful. A certain Roger Wippermann (who was in fact German but born in Switzerland and raised in Brazil) was leading the NAA and he had a bunch of ideas that made it buzz.” That same Roger Wippermann MBA’66 was the obvious candidate to take the helm at the international level in 1989.

“As president, I tried first and foremost to share our successes in Belgium with the other NAAs, with the intention, for instance, of making our Innovator Prize known across Europe and possibly even creating a European Prize,” says Wippermann. But it was difficult period, with many external distractions. “How fast the world has changed,” he wrote in his foreword to the INSEAD Address Book 1991. “In retrospective it feels as if during the last year history has accelerated: the East Central European countries are scrambling towards a free market economy; in the Arab world a major war is being fought; in the USA the banking crisis and recession is deepening…” That changing world, and particularly Europe, would in due course bring a new proliferation of NAAs to integrate. But that was still very much in the future.

Meanwhile, firmly in the turn-of-the-nineties present, a new issue – almost as contentious as the dropping of languages – had emerged. Should INSEAD take over the IAA? The central Association was now squeezed by the proliferating number of NAAs on one side and the School’s growing Alumni Relations department on the other.

“There was still an ethos that the alumni should organise themselves,” recalls Martin Flash, who had returned as Secretary in 1989 after a break of five years. “But there were two flies in that ointment. First, the IAA had money problems. And second, the School was starting to get organised with respect to alumni relations itself!” INSEAD had woken up to the way its American competitors ran their alumni affairs as a professional operation. It had even recruited an effective and ambitious alumni-relations manager from the US, Sally Williams-Allen. The School’s main focus was reunion events, but its representatives now also attended the twice-yearly IAA meetings.

By now, the IAA had two employees on campus. One ran the shop that Flash himself had originally founded, while the other was mainly charged with editing the newsletter and organising other services for the NAAs. As always, there were lots of good ideas coming in from members all over the world and the organisation was also starting to dabble in new activities like arranging international exchanges for the children of alumni. But at the same time, with 10,000 readers (MBA graduates and former participants of longer executive education programmes) to serve throughout the world, the newsletter had become a victim of its own success. Printing and postage was a huge drain on resources. In short, the IAA operation in Fontainebleau was getting too big, too expensive and too complex to handle for a bunch of volunteers with full-time jobs, most of them living and working in another country.
Wippermann (who also has an MBA from Harvard and was a member of Harvard’s alumni association in Belgium) and his team were convinced that the alumni should remain independent so that they could put forward their own point of view and play an ever-stronger role in providing feedback to the School. Negotiations were sometimes fraught and continued for a period of years. “Thanks to Martin’s intensive lobbying, we finally sold the shop to INSEAD, formalised an office on campus and handed over the newsletter’s printing and distribution costs,” says Wippermann.

However, the continued existence of two parallel alumni structures on campus was clearly unsustainable and undesirable. In agreement with the Dean, Ludo Van der Heyden and with the support of the next IAA president, Edward Mork MBA’68 from Norway, Flash oversaw the merger of the two organisations on campus and dismantled the separate Luxembourg structure. INSEAD was now like the older, more established business schools, with its own professionally managed alumni structure. It was the end of one journey and the start of another – and a swan song for Martin Flash.

All of this left, Mork not only head of a fully independent organisation but also free to concentrate on the more strategic question of globalisation. “The IAA Presidency was probably the toughest job I ever had!” says Mork. “Much harder than my day job for Delacre biscuits. No matter how many free cookies I handed out, it was hard to get the 30 or so national heads to agree!” And at board level there was even more fun to be had. Mork still didn’t believe that the School accorded enough respect to its alumni and wanted to see more of them around the board table. “I had some great fights with the Dean!” he remembers with evident fondness.

“My tenure, which began in 1993, also coincided with the beginning of the Asian adventure,” he says. “We were all investing heavily in Asia as business people, so I decided to support INSEAD’s ambitions wholeheartedly. Trying to stay European seemed like shouting: Stop the world, I want to get off!” And when his term came to an end, Mork remained on the Board to help with oversight of the new campus in Singapore. Unlike some of his predecessors, he is unrepentant at having played a role in helping INSEAD to go global and sees no contradiction between the past and the present. “The culture of the School hasn’t changed,” he insists. “What’s unique is the same as it always has been: the proximity and the intensity of so many different cultures, thrown together for one incredible year.”

When Mork stepped down in 1996, he remained on the Board, along with Michael Butt, where they were joined by the IAA’s tenth president, Chris King MBA’65 from the UK. Sadly, he is also the first president to be with us no longer. This is perhaps made all the more poignant by the fact that his reign was a time of bridge building and peace – after many years of tensions. His successor, Michael Roskothen MBA’63 from Germany, pays tribute:

Chris King was a very poised and sensible person. He worked so well with the alumni relations director at INSEAD and established a new rapport with the School. He was firm yet adroit, gentle and polite in the way that he dealt with others, including the NAAs. He built a great committee and I inherited a very positive situation in 2001, when I became president.
And so it was a new millennium and a new age. It almost felt as if INSEAD ruled the world, with a brand new campus in Singapore (of which Roskothen, his wife Ute, Mork and another alumnus Lionel Sauvage were Founding Partners) and a freshly signed agreement for a comprehensive alliance with Wharton. The School had arrived on three continents and its participants came from every corner of the earth. French and German were no longer requirements, but graduates still needed to have three languages: at least two when they joined and a third by the time they left. “Global” was a buzzword everywhere, but it was an everyday reality for INSEAD and the IAA.

But all was not well in the wider world. Business had been rocked by a dotcom boom-and-bust. And 9/11 was about to send shockwaves throughout the planet. With the benefit of hindsight, it seems inevitable that there must also be “cobblestones on the path”, as Roskothen puts it, for the IAA.

Roskothen may have been one of the “old guard” insofar as he had graduated in the sixties, but he was also a reformer with his sights fixed firmly on the future. In the introduction to a special issue of the Salamander from October 2001 (risen from the flames once again!), he observed that half the alumni population of around 22,000 had graduated in the previous seven years – and that this community was expected to double in size over the following decade. He went on to set out his vision of a “new era” for INSEAD alumni.
“Whilst maintaining the values which are the foundation of success, both the IAA and INSEAD need to be more participatory, responsive and enabling organisations,” wrote Roskothen. Moreover, “INSEAD should respect the alumni organisation for its ongoing support and increase its proactive quest in strengthening alumni affairs. Such a partnership yields great potential both for INSEAD and the alumni community.”

The newsletter not only announced a new credo but also summarised the results of a major McKinsey study (pro bono, of course) to evaluate and improve the services and organisation of INSEAD Alumni Relations and the IAA. With refreshing honesty, the Salamander revealed that almost 60% of alumni were “less than satisfied” with the current services and activities. It was clearly time for INSEAD and the IAA to get to work once again – together.

By the end of Roskothen’s tenure in December 2003, there was a “Partnership Agreement”, consisting of a full legal contract between the IAA and the School, and a “Partnership Board” made up of the key IAA representatives and the INSEAD Deanship. There was also a comprehensive “Code of Conduct” for the NAAs, covering: roles and responsibilities; activities and services; governance; financial matters; ethics; membership; and, last but never least, the relationship with the central IAA. As well as the McKinsey review, there had been an extensive “positioning study” of the IAA, carried out by Publicis Consultants.

However, one issue raised in the pages of the 2001 special edition of the Salamander remained a persistent thorn. “INSEAD rightly focused on building the Asia campus to the same quality standards as Fontainebleau,” observes Roskothen ruefully. “But the need to rethink and excel in ICT did not get the same priority.”

During the years 2000 to 2006, MySpace, LinkedIn, Facebook, Flickr, YouTube and Twitter were all born. There were ever-smarter phones and ever-faster networks. These ought to have been the perfect tools for a global school and a global alumni network to keep in touch and informed. But somehow, both INSEAD and IAA fell short.

True, there was an “Alumni Directory Online” as early as 2001 – although the Salamander still invited those who were “totally unfamiliar with the electronic world to use the “fax-back” facility! But what should have been a means of alignment turned into a source of friction. As anyone in business knows, where there is data, there is usually dispute.

“I never quite understood the frictions, to be honest,” says the next president, Claire Gouzouli MBA’85D, a Greek-born UK citizen and former president of the UK National Alumni Association. “But technology and data issues were definitely emerging during that period. It didn’t help that there was also a prolonged transition of deans during my leadership of the IAA.” Ironically, in fact, the School and the Association found themselves on the same side of a dispute over data when a French company stole the entire INSEAD alumni address list and published it! “We launched a court case with Dean Gabriel Hawawini (who had been one of my favourite teachers) and me as co-signatories,” recalls Gouzouli. “And we lost.”
Fortunately, no practical damage seemed to arise from the theft and Gouzouli was free to turn her attentions towards building on the Roskothen legacy. "It's hard when you're working with volunteers," she says. "But I focused on professionalising the NAAs further. We strengthened Michael's code of conduct and started having bi-annual seminars at Fontainebleau for the induction of new associations and the exchange of best practice among national presidents and association secretaries."

Her other goal was to align more closely with the IAF. "It's true that it's much more school-based than the IAA," she says. "There are professional fundraisers on campus, as well as an alumni board. And it has a much narrower focus. But it's still overseen by a body of alumni. And there are great potential synergies."

Gouzouli also embarked on an effort to help the School realise its ambition to attract the most talented students no matter where they came from. She wanted to establish a central, worldwide loan system for students, especially given that more and more applicants were coming from developing economies, where fees could be as much as 50 times a young professional's salary. And the new president used her professional contacts to trial a loan programme with HSBC, which – as one of the few truly global retail banks seemed a perfect fit. Alas, the initially successful trial (with over 60 loans benefiting the September 2006 intake) was doomed to founder on the rocks of the global financial crisis, but it would one day serve as a model for the innovative peer-to-peer Prodigy loan programme that thrives today.

In any case, at the end of Gouzouli’s term in 2007, there was no still no sign of the looming economic crash. These were still the good times, "a hell of a party!", as Gouzouli puts it. And, with the party in full swing, the first ever female president was succeeded by the first ever non-European president, Daniel Labrecque MBA'81 of Canada. He continued with the programme of alignment. "Dean Frank Brown was very receptive to our initiatives to bring together the School and its alumni," he says. "We organised a lot of events for alumni to meet with both him and faculty members."

These were economically difficult years for many alumni, especially in the finance sector. Labreque, however, remained upbeat. "May you live in interesting times!" he wrote in the foreword to the 2009 address book. "This Chinese proverb reminds me that behind the unprecedented financial crisis that started in the USA in autumn 2008 and splashed like a tsunami on several continents around the world, there will be opportunities." And the alumni network had a new role to fulfil in sharing those opportunities.

Unsurprisingly, given the downturn in the School’s finances in 2008–2009, there was a particular emphasis on working with the IAF on fundraising. And, crisis or not, there was also a big anniversary on the horizon. INSEAD was about to turn 50. Labrecque recalls: "We celebrated by creating the INSEAD Alumni Scholarship Fund. RolfAbdon, the IAF Chairman, and I worked hard on convincing 50 alumni to give €50,000 each to build an initial fund of €2.5 million." It was a particularly impressive achievement, given the economic climate. And now another anniversary was fast approaching: the tenth birthday of the Asia Campus.
Getting digitalised  
2011–2015

Though there were many achievements to celebrate at the multiple INSEAD birthday parties held worldwide during 2009–2010, digital connectivity was still not one of them. German, Sven Kado MBA’72 took over the Presidency in 2011 and immediately saw that his greatest challenge was to use technology in such a way as to keep the IAA relevant, attractive and effective for younger graduates. “The danger was that social media platforms, such as Facebook and LinkedIn, would enable small groups of alumni to form global networks of their own and that joining a National Association would become outmoded,” he explains.

To add to his difficulties, he discovered that, once people had graduated, their data often fell into a black hole. As Kado puts it, “The IAA and the school are fortunate to have the hearts of the alumni, but we also need their e-mail addresses!” It did not help that the leadership of the School was going through an unstable period, with a new dean on extended sick leave and two interim deans in his place, one in Singapore and one in Fontainebleau.

In typical INSEAD fashion, the challenges were confronted head-on, resulting in triumph where disaster might all too easily have ensued. By 2015, not only was there a dynamic new dean in place, but also a state-of-the-art online platform covering the entire INSEAD experience – from admissions to lifelong alumni status with learningsupport materials along the way. One clever touch was to integrate the location-based services that were taking the world by storm into the new mobile networking app. “If I’m travelling to London it shows me the alumni who are near me, so that I can send them a text message or voicemail to meet up,” explains Californian, Bob Stillerman MBA’77, who was the IAA’s Vice Present of IT and Communications, when the service was introduced in 2011. “We were the first business school to enable alumni connectivity and social networking from a mobile device,“ he adds proudly. It seems that IAA members need never be out of touch with the INSEAD network ever again.
Another stroke of genius was to integrate familiar services, such as LinkedIn and Yammer (used for the School’s programme platforms) through a single INSEAD-branded interface. Data could be automatically transferred from LinkedIn, making it easy for alumni to keep online profiles up-to-date.

Inevitably, this innovation has led to the demise of the printed address book, which – with more than 50,000 alumni worldwide – had become unwieldy to use, let alone to produce. The mighty tome was almost certainly published for the last time in 2016. However, it did not lie down and die without a fight. “I remember writing that this was the last ever issue in my preface in the 2014 edition!” says Kado. “Even an INSEAD fossil like me had to accept that times change, but the address book that my generation so cherished kept on coming back.”

Similarly, digitalisation created yet another new life for the Salamander newsletter. This time it rose from the ashes as an online magazine of the IAA, later to be managed by INSEAD’s Alumni Relations team. And there were further digital developments, notably in lifelong learning and career services, still to come via MyINSEAD – the icing on the ICT cake.

“But people still want physical meetings too,” says Kado. Hence another bold innovation: Global INSEAD Day. Although he will be probably remembered as the president who finally cracked the great digital conundrum, this was the other significant development of his tenure. The plan was for a single celebration to take place on the same date every year... but in multiple locations with multiple organisers. The party would take the form of a global relay race across the time zones – beginning in Australia and ending in San Francisco. And the chosen day was 12 September to coincide with the anniversary of the first opening ceremony in 1959. As Kado puts it, “The idea is that you organise an event, the way you want to do it – through social media, but coming together physically.”

The considerable responsibility for coordinating the first Global INSEAD Day in 2013 fell to a new Executive Committee member, Sadia Khan MBA’95D, who had previously been the founding president of the Pakistan National Alumni Association and, before that, the first ever Pakistani woman to graduate from INSEAD. Less than two years after the runaway success of the inaugural event, it came as no surprise when the name of new IAA President was announced. Khan had helped to build the INSEAD brand in Pakistan through a dynamic NAA and was now invited to make the same impact on a global scale.
Getting ahead... and staying ahead

2016 onwards

“Having a strong and active alumni network is a win-win for all,” remarked Khan on taking office. “An active alumni association not only helps to keep the alumni energised and engaged but also contributes tremendously to the positive branding of INSEAD. The success of the alumni boosts the reputation of the School, while in turn the success of the School enables the alumni to bask in its reflected glory.” And by January 2016, when the Financial Times announced its global MBA ranking, there was a great deal of reflected glory to bask in, as the programme became number one in the world for the very first time.

By now, the major strategic review that Khan had undertaken in her first year as president was well into its implementation phase. The project seemed all the more timely, as sights had been raised yet higher. The new ambition was to help keep the School as close as possible to the top of the rankings – arguably a greater challenge than getting there. Indeed, an explicit element of the new strategy was to contribute towards institutional branding by leveraging the talented pool of alumni across geographical and economic sectors through the National Alumni Associations and the international, industry-based Alumni Clubs.

In addition, Khan and her team’s strategy focused on adding value for members through initiatives in lifelong learning and alumni services, while consolidating the past gains made in career development and mentoring. The National Alumni Associations and Clubs would play a key role of course, but the IAA was expected to lead by example – with even stronger governance and financial management than before.

“In short, the new strategy was all about long-term sustainability for both the school and the IAA,” says Khan.
Five years on, much has been achieved, based not just on the 2015–2018 strategy but also on the revised Vision 2020 partnership agreement with the School. This set out tangible, actionable and, above all, shared outcomes – most of which have become realities. In lifelong learning, for example, a new website shows the breadth of opportunities now on offer: a selection of webinars, free for IAA members; one-day "pop-up" programmes; online courses; and start-up bootcamps run in association with National Alumni Associations. The range of career services has also expanded, with a new platform rolling out in 2019/2020, while the online resource, MyINSEAD, has undergone a carefully managed process of continuous improvement.

Other innovations include the Alumni Recognition Awards, which celebrate a fourth successful year in 2020. The six categories recognise inspiring alumni of all vintages for their contributions in fields such as entrepreneurship, volunteering and business as a force for good. Similarly, Global INSEAD Day celebrations on 12 September and the highly successful INSEAD Giving Day (a successor to the pioneering "Salamander Challenge" of 2017 which saw our mascots travel around the world in celebration of our shared values) in March have become annual global fixtures. Perhaps most exciting of all is the progress made with younger alumni. A new membership programme targeting recent graduates led to a remarkable 92% NAA/IAA sign-up rate for the MBA'19J class (compared to a typical 10% in earlier years).

As the second edition of this IAA history book goes to press, Khan is halfway through her second three-year term as president. Another new strategy is in place, summed up by the following statement: “The IAA will continue building the global platform where assets and synergies are created for the global INSEAD alumni community to enhance the personal experience of each individual through networking, career development and lifelong learning by strengthening our volunteer-based model.” This time, one of INSEAD’s strategy professors, Gabriel Suzlanski played a major facilitative role in the formulation. He is himself an INSEAD alumni – of a PhD programme that celebrated its own 30th anniversary in 2019 and is now recognised as among the best in the world.

New innovations are already underway, especially with respect to supporting volunteers and introducing new value added services for the younger alumni, such as the mentoring program. "I continue to be amazed by the spirit of volunteerism that drives our unique model of alumni relations" says Khan. "My primary role is to keep our group of volunteers around the world motivated and inspired, so that we keep alive the spirit of selfless service and loyalty to the School that binds us together." She rightly acknowledges that this spirit is not solely focused on the present and future. By definition, an alumni organisation will always be driven by precious memories. Hence the book that you hold in your hands, which not only celebrates the extraordinary past achievements of the IAA but also seeks to learn from them.

The 52 alumni who left INSEAD in 1960 with a diploma that was not yet officially an MBA could not have imagined in their wildest dreams what the School would become. Exactly six decades later,
the alumni body has multiplied more than a thousandfold. Today it includes MBA, Executive Master and PhD graduates, as well as selected former participants in Executive Education, who have studied in three campuses across the globe.

All the while, the School’s reputation has soared. The *Financial Times* consistently lists the INSEAD MBA in the world’s top three, while in the influential University of Texas, Dallas (UTD) global ranking of business school research, INSEAD has long been in the top ten – and competing on equal terms with the world’s greatest universities. Today the IAA’s membership includes many CEOs of FT500 companies, household-name entrepreneurs and most of the School’s board of directors. Gone are the days when INSEAD alumni were considered too inexperienced to listen to.

Of course, there is still work to be done. Only now, for instance, does the IAA have its first Asian President – who is also only its second woman. And Africa remains underrepresented in the list of National Alumni Associations and Clubs. However, the great influx of younger graduates in the last two or three years is set to bring rapid change.

The IAA has become large enough to hold its own “alumni” meetings of former presidents and committee members. At the same time, there are new opportunities to unite the increasing numbers of retired alumni. Already, more than two decades have passed since Jean-Marie d’Arjuzon, the very first IAA President, created a club call “Los Jubilados” in France, consisting of alumni from the earlier classes and their wives. They travel together, attend cultural events and meet for lunch once a month. Their trips have extended, like INSEAD itself, across the entire world – from Guatemala to China. “Each time we visit a city where there are INSEAD alumni, we organise a meeting with them,” says d’Arjuzon. Thus the IAA circle of generations is completed.

Meanwhile, INSEAD continues its own journey of transformation. As it celebrates 60 years of success, far from resting on a growing number of laurels, the School is constantly building on its strengths and innovating. In 2020, INSEAD added not only a new location, the San Francisco Hub for Business Innovation, but also a new full-time degree programme, the Master in Management. In addition, the Campaign for INSEAD: A Force for Good and the new Hoffman Global Institute for Business and Society have brought a new strategic focus on social and environmental impact.

These are exciting times to be part of INSEAD and the global community that is the IAA. But then, alumni have been saying that for six decades. *Plus ça change*, as they say, the more at home we all feel.
The story of a fiery logo that is still burning bright.

Take a close look at the IAA salamander’s fiery tail and you might be able to make out three letters: HVV. These are the initials of its designer, Helen van Vemde, whose fiancé happened to be studying at INSEAD in 1979, when the Treasurer, Martin Flash, was tasked with giving the IAA a new logo. “The old one was awful — it looked more like a dinosaur than a salamander!” says Flash. “And it had no flames, so the symbolic meaning was totally lost.”

He had already worked with van Vemde, a professional goldsmith, on designing IAA cufflinks and brooches for the INSEAD shop and contacted her to see if she could help with the new task. “I’d never designed a logo before,” confesses van Vemde, “but drawing had been part of my training as a goldsmith.” So off she went with her sketchbook to the château in Fontainebleau. Flash was delighted with the result and the designer was overjoyed to see her version of François I’s emblem appear on publications, pens, golf balls and, over the decades, many, many more items.

Forty years after the surprise commission, van Vemde chanced upon the original drawing in her archives and donated it to the IAA. Remarkably — and fittingly for a symbol of resilience and renewal — her logo is still in use. She has, quite literally, left her mark on the IAA.

Van Vemde’s first logo also turned out to be her last. Later that year, the young designer — who had chosen her unusual career to escape from formal learning — decided to return to education and embark on the long training to become an architect. It would be nice to think that she was inspired by INSEAD. After all, the experience had been just like coming home for her. Born in the Netherlands, she moved to Switzerland as a teenager, trained as a goldsmith in Germany and still cherishes her memories of living in Fontainebleau with her late husband and a dynamic international crowd of INSEAD students and partners.

Today, retired from architecture, van Vemde remains very much part of the IAA community. She says, “We now have time to travel and have been to Bordeaux, Armenia and Italy together. It’s wonderful to have such an open-minded, international circle of friends for life.”

It seems that the IAA has also left its mark on HVV.
Past IAA Presidents

What they say
INSEAD has changed so much that it’s hard to recognise it as the same school – or to see myself in today’s alumni. In the first class, we were just a small class, all men, at a wholly European school in the Palace of Fontainebleau. Of course, I have some regrets that the European ideals of the beginning have disappeared, but I quite understand the way the School has evolved. And I’m proud to have been at the origin of an institution and an alumni association that have been a worldwide success.

Jean-Marie d’Arjuzon
MBA’60
IAA President 1961–1964

Thanks to the IAA I still feel very much part of INSEAD. I took great pride in having an MBA, even when no one had heard of the School, which was why I became one of the early volunteers. The last time I went to Fontainebleau it was for our 50-year reunion in 2011. I couldn’t help noticing that a young man kept looking at me. Then an older man from MBA’66 reunion class approached me with the request, ‘My son would very much like to shake the hand of a pioneer.’ And I felt a surge of pride once again.

Jeremy Leigh-Pemberton
MBA’61 (UK)
IAA President 1965–1967

My message to today’s IAA volunteers is that you now have more resources and more support than ever before... which means that you also need to do more than ever — both in your own country and internationally — and above all for the School that it was your privilege to attend. That School has changed beyond recognition since I was there, but it still has the same spirit. Even when I meet alumni who are 50 years younger, there is a common tie. And even at my age, the INSEAD spirit makes me feel young.

Piet van Waeyenberge
MBA’63 (Belgium)
IAA President 1968–1973
INSEAD and the IAA have been critical elements in my personal and professional life. Through the IAA, the friendships made during our year in Fontainebleau were extended to other promotions, thanks to the common spirit that is present amongst our alumni everywhere. I feel very privileged to have been able to contribute in a small way to what has become a major success story – as the nationality mix shifted from primarily European to genuinely global. However I do believe that the European roots are essential to the INSEAD identity and are one of the main attractions for participants from other parts of the planet. And the new MBA curriculum, which is about to be rolled out, is yet another good and courageous step forward for the School.

Willem Prinselaar  
MBA’71 (the Netherlands)  
IAA President 1979–1981

I became a volunteer because INSEAD had to be successful. Those of us who came first relied on it to be successful. And in those early years anyone who could contribute to the IAA and thus to the success of the School was welcome. My advice to the current members is to find something similar that keeps them together – beyond making money and being a mutual appreciation society! After all, there is much that hasn’t changed. People still go to INSEAD for an outstanding education and great career. Above all, the fact of being pressed together from day one in an international community remains the same.

Jørgen Friisberg  
MBA’62 (Denmark)  
IAA President 1974–1978

The IAA is not just a fantastic body of personalities and friends; it also helps you to keep in touch with the changing art of management. Of course, the business world has changed dramatically in recent years, but the fundamental reason for INSEAD’s existence remains: the world needs international managers. I for one am pleased that INSEAD went to Asia, because that’s where the action is now. But there are new issues on the horizon, such as ethics and regulation – and I’d like to see both INSEAD and the IAA focusing on them more.

Jürgen Zech  
MBA’68 (Germany)  
IAA President 1982–1985
Like most people I was focused down a very narrow line in my career, so my involvement with the IAA broadened my horizons and gave me a lot of fun. We were so enthusiastic and energetic. In other words, the IAA was a continuation of the INSEAD experience for me. And I’m pleased that, like the School, the role of the alumni is still growing. My ambition is that we continue to be a pillar of the School with a strong voice in its future. But the main reason INSEAD is such a success is that the original idea of the founders was so powerful.

Michael Butt  
MBA’67 (UK)  
IAA President 1986–1988

INSEAD changed my life. And my message to other alumni is: if INSEAD changed your life, give back. You’re the only people who can keep the School the way it is — even if that means constant experimenting and reinventing itself! Research has now confirmed that if alumni play a role in governing a business school, it does better. After all, they’re the ones who have something to win and lose. It’s no coincidence that INSEAD has made it to number one at a time when so many of the Board members are its own graduates.

Edward S. Mork  
MBA’68 (Norway)  
IAA President 1993–1995

During my presidency of the Belgian National Alumni Association I had the privilege to work closely with Michael Butt and I am particularly grateful to him for his support in the creation of the INSEAD Innovator Prize. This close collaboration continued when in 1989 I took over his role as President of the IAA. For me INSEAD was ideally positioned to play a major role in educating and motivating the future European executives required to manage companies across borders and cultures (not an easy task, as I learned when chairing our own international presidents’ meetings). Yet, despite the admirable success of INSEAD’s international expansion and particularly its growing Asian presence, there is still this nagging feeling that Europe got a bit short-changed in the process.

Roger Wippermann  
MBA’66 (Germany)  
IAA President 1989–1992

INSEAD is much more than a one-year MBA. If you get involved as a volunteer you can extend the ‘best year of your life’, as most of us like to say, to make your entire life more meaningful. Like most IAA presidents, I started by joining my National Alumni Association and gradually doing more until I was volunteering globally. And now that I’ve stepped down, I remain on the School’s board. Staying connected with INSEAD and contributing to its development has been a true privilege.

Daniel Labrecque  
MBA’81 (Canada)  
IAA President 2007–2011
The equity of the INSEAD brand will always increase if everyone pulls in the same direction. The end goal that overrides all others for the alumni is to strengthen the School by enhancing learning from each other off campus – just as they did as students on campus. INSEAD is a genuine, continuous and spontaneous series of encounters, wherever they occur in the world. There is a sense of working together, confronting differences and respecting them in order to learn from the unknown and capture its values. It’s a unique experience that defies time. And it’s also the framework in which the IAA and INSEAD both have to focus their efforts so as enable the membership of the Alumni Association to grow.”

Michael Roskothen  
MBA’63 (Germany)  
IAA President 2001–2003

As long as INSEAD remains ‘The Business School for the World’, the IAA will keep its unique role. The simple reason for that is that the School cannot serve the widespread alumni body from its campuses. Contrast that with an institution like Harvard Business School, where it was once said that 90% of alumni lived within 100 km of Boston. In such a case it’s logical that the alumni association should reside in and be managed by the school. But for INSEAD, only alumni volunteers can organise events across 30, 40 or 50 countries at the same time.

Claire Gouzouli  
MBA’85D (UK)  
IAA President 2004–2007

Sven Kado  
MBA’72 (Germany)  
IAA President 2011–2015

My motto is: Together we are stronger. Not only for us, the alumni, but also for the School. As the alumni succeed, so does the INSEAD brand. Or, to put it another way, we are branded for life! The staff and faculty can leave, but the alumni have no choice. Of course, ‘change’ is part of that brand, but the basic values remain the same. Similarly, the IAA has grown and transformed itself over the years, but the backbone remains the NAAs.
INSEAD & IAA Milestones

1957
INSEAD founded, three months after the signing of the Treaty of Rome

1959
First intake of what will become the INSEAD MBA in the Palace of Fontainebleau

1960
First INSEAD graduates: 52 students from 14 countries, IAA created

1961
First intake to have been selected following interviews by alumni

1964
IAA launches alumni newsletter

1967
Female participants admitted to INSEAD

1968
First INSEAD Executive Education programme

1969
Opening of the new INSEAD campus on the edge of the Forest of Fontainebleau, milestone of ten National Alumni Associations reached

1970
First alumnus on INSEAD Board

1974
First INSEAD programme on Asian business

1976
Launch of INSEAD Alumni Fund

1978
Milestone of 20 National Alumni Associations reached

1979
IAA newsletter relaunched, new IAA statutes, new salamander logo

1980
Euro-Asia Centre opens in Fontainebleau

1983
First dual MBA intake: January and September

1989
Launch of INSEAD PhD programme

1995
First INSEAD development campaign opens

World Events

1958
Six states found the European Economic Community (later European Union)

1962
Cuban Missile Crisis

1963
Assassination of JFK, Martin Luther King "has a dream"

1965
Arab and Israeli forces fight the Six Day War

1968
Prague spring, Paris uprising

1969
First moon landing

1973
Watergate scandal breaks

1975
Pol Pot and Khmer Rouge take over Cambodia and create the "killing fields"

1977
First successful mass marketing of personal computers, including the "Apple"

1978
Framework for peace in the Middle East agreed by Egypt and Israel

1981
AIDS is first identified

1982
India: Indira Ghandi assassinated, 2,000 killed by Union Carbide gas leak

1984
Motorola commercialises the handheld mobile phone

1989
Tiananmen Square occupied, Berlin Wall felled

1991
Soviet Union disintegrates, Balkans go to war... but the web unites the world
1996
Significant growth in number of national alumni groups, particularly in Asia and Eastern Europe

1997
Milestone of 30 National Alumni Associations reached

2000
First INSEAD class in Singapore – 53 students from 26 countries, soon followed by the opening of the Asia Campus, first INSEAD development campaign closes

2001
Announcement of INSEADWharton Alliance, IAA adopts a “credo”

2002
Partnership agreement instituted between IAA and INSEAD

2003
Launch of Executive MBA programme

2004
Plessis Mornay Learning Space opens, first female IAA President

2005
Phase II of Asia Campus inaugurated, milestone of 40 National Alumni Associations reached

2006
Prodigy, an idea for peer-to-peer student loans, wins INSEAD’s Venture Competition

2007
INSEAD centre opens in Abu Dhabi, Dual-Degree Executive MBA launched with Tsinghua University in China, first non-European IAA President

2008
Second INSEAD development campaign closes – having raised €203 million

2009
PhD programme offered on Asia Campus

2010
Abu Dhabi Campus is inaugurated and receives its first Executive MBA class

2012
Executive MBA offered on Asia Campus

2013
Global INSEAD Day launched, first graduates of the Executive Master in Consulting and Coaching for Change

2014
First graduates of the INSEAD Master in Finance

2015
Inauguration of the Leadership Development Centre on the Asia Campus, launch of the MyINSEAD online platform worldwide

2016
Financial Times ranks INSEAD MBA as world number one

2018
Launch of the INSEAD Campaign: A Force for Good and the Hoffmann Global Institute for Business and Society

2020
Opening of San Francisco Hub for Business Innovation and first Master in Management intake

1997
Mother Teresa and Princess Diana die on the same day

1998
A new search engine, Google, arrives on the Internet

2000
Human genome deciphered, dotcom bubble burst, world population hits 6 billion

2001
9/11, bombing of Afghanistan, bankruptcy of Enron

2002
The euro comes into circulation

2003
US-led coalition invades Iraq

2004
Facebook is born

2005
Tsunami devastates much of Asia

2007
iPhone enters the market

2008
Markets plummet around the world, banks collapse

2009
Barack Obama becomes first African American president of the USA

2010
33 Chilean miners are freed after 68 days trapped underground

2011
Arab spring, Syrian civil war

2013
Croatia becomes 28th member of the European Union, Francis becomes Pope

2014
West Africa: Boko Haram kidnaps 280 girls, Ebola kills more than 11,000 people

2016
UK votes to leave EU

2019
Our planet reaches the end of its hottest ever decade

2020
Evolution of National Alumni Associations and National Alumni Clubs

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

National Alumni Clubs
Serbia
Thailand
Israel
Cyprus
Bulgaria
National Alumni Clubs
ENERGY
ENTREPRENEURSHIP
HEALTHCARE
INSEAD Directors Network
INDEVOR (social impact)
IPEC (private equity)
TMT (technology, media and telecoms)
Women in Business Global Club

List compiled in January 2020
INSEAD Alumni Association
Executive Committee Members
– Past and Present
<table>
<thead>
<tr>
<th>Name</th>
<th>MBA Year</th>
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<td>Alain Chevrot</td>
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INSEAD’s Global Community

This satellite map reflects INSEAD as the most diverse, international business school in the world.

The dots represent clusters of more than 60,000 alumni across 176 countries who transcend boundaries, nationalities, languages, and cultures to do business in new and exciting ways, every day. With 49 National Alumni Associations, INSEAD has both an unparalleled global reach and a strong local voice.

With integrated campuses in Europe, Asia and the Middle East, a new hub in San Francisco, and alliances with top institutions spanning the globe, each individual student at INSEAD benefits not only from a cutting-edge business education, but also from intense cultural exchanges beyond the classroom.

A key driver of INSEAD’s excellence — our faculty — also come from every corner of the world. International thought leaders in their fields, they are widely recognised for their groundbreaking research, innovative teaching methods, and award-winning business cases.
In addition, over 182,000 professionals hailing from six continents have attended INSEAD’s leading executive development programmes — subsequently bringing back nuanced perspectives and proven best practices to their companies, communities, and countries.

Today more than ever, INSEAD’s vision of "business as a force for good" is essential in developing thoughtful, passionate, skilled, and value-driven global business leaders.