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Management School Magazine

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08 MARKETING IS A BUSINESS PHILOSOPHY

Marketing is no longer a function in itself; it is at the very heart of corporate strategy. More so than ever before, organisations are focusing on the needs and requirements of their customers in their production planning and operational processes. Vlerick professors discuss their views on marketing today and the challenges facing the marketing professionals of tomorrow.

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Vlerick Professor Steve Muylle and Professor Amit Basu of the Cox School of Business were commissioned by Flanders DC to develop a model to support the planning and evaluation of effective e-business by companies in Flanders.



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“Vlerick Leuven Gent Management School starts from the assumption that marketing is not an isolated concept; rather it forms a cog in the larger corporate system.”

[Koen Helsen, Global Marketing Director at Barco]



reflect

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UNIQUE SHOPPER MARKETING MODEL

Professor Gino Van Ossel and researcher Eva Pelgrims unveil their unique shopper marketing model, commissioned by the Dutch Trade Marketing Association. The model offers a host of techniques that manufacturers can use to influence shoppers' purchasing behaviour.



A BATTLE FOR TALENT IN CHINA

Over the next ten to fifteen years China will need 75,000 top managers, yet the country can only claim 3,000 to 5,000 a year. What does this mean for the economy?

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” The winners will be those who have not only the right product innovation, but also the most effective market positioning and sales machine”

Dear reader,

The theme of this latest issue of Vlerick reflect is Marketing & Sales. Over the past year companies have been doing their utmost to reduce their balance sheets, cut costs and find ways to increase efficiency. As they get ready for resumption of normal demand, the winners will surely be those who have not only the right product innovation, but also the most effective market positioning and sales machine.

As in any sector, the marketing channels of business schools are evolving rapidly. Depending on your age, profession or location, you may be listening to this editorial as a podcast, clicking the pages on the website, or holding a glossy magazine in your hand. More and more, our marketing is happening online and in the social media. Yet individuals care less and less about what we ourselves say about our programmes. Instead they seek the opinions of our current and past students out there in the blogosphere and in social networks. As a School, we can try to create the conditions for the outside world to find out about us, and to join our knowledge platforms. Yet at the end of the day participants have to rate our programmes highly and we must have something to say. We need high-quality content.

The changing marketing landscape is not only a challenge for the School's management; fortunately it is also one of the strengths of our faculty. The tone of the marketing dossier in this Vlerick reflect is set by a round-table discussion in which seven of our marketing people comment on the challenges facing marketing professionals today. Other contributions discuss our research on the relationship between retailers and suppliers, and on planning and evaluation of e-business initiatives. Those who want to find out more are invited to join our new Vlerick Brand Community, or check out our Executive Master Class in B2B Marketing & Sales.

As always, this issue of Vlerick reflect also brings you up to date on other aspects of the School.



I would like to draw your attention to three in particular. The first is the development of our Chinese partnership. You can read about our new intake of 57 full-time MBAs and 118 part-time MBAs, a new book about "China 2.0" co-authored by Bruce Stening, our Vlerick International Dean at BiMBA, and the exchange visit of our MBA-FSI students to BiMBA.

Business schools are in a supply-driven business: our programmes and our content can only be as good as the talent of our faculty. Hence the importance of faculty recruitment, the second aspect worth highlighting. This issue contains the profiles of seven new faculty members who were recruited this autumn.

And finally, we comment on the latest Economist ranking, which places the Vlerick International MBA at number 10 in the world, and number 4 in Europe. Whereas the emphasis in the Financial Times ranking (where Vlerick ranks 75th and 20th respectively) is on salary increases, the Economist ranking stresses the experience of students in the programme. Let's just conclude that we are getting somewhere up there....

We hope that your markets are steadying and gradually returning to normal. Those of you who have continued to develop your management talent will be well poised to take advantage.

We look forward to hearing your comments on our Vlerick blogs (Dean's blog, blog on entrepreneurship and various student blogs), or to seeing you on Twitter, LinkedIn and Facebook.


Philippe Haspeslagh
Dean, Vlerick Leuven Gent Management School



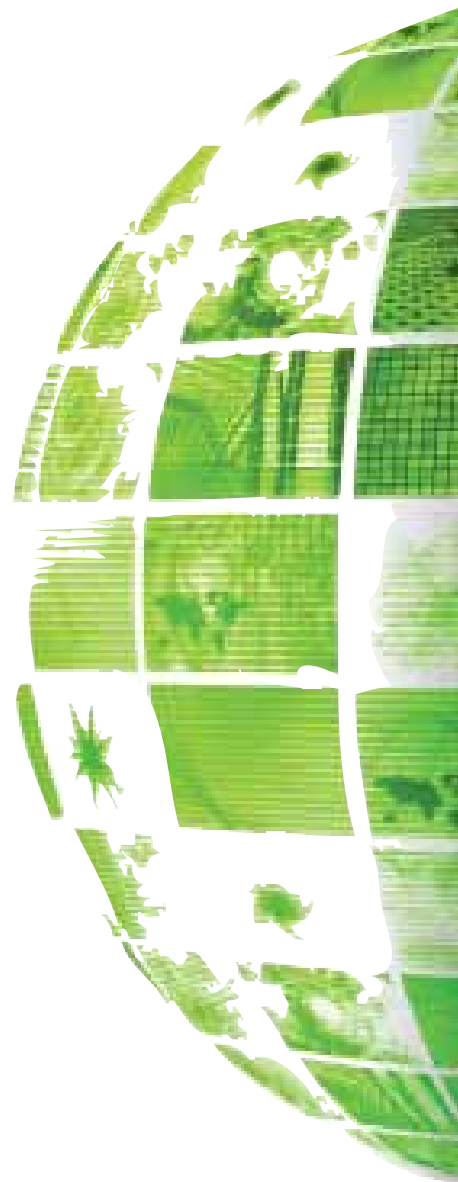
Best Paper Awards for Vlerick researchers

Researchers André Spithoven and Assistant Professor Robert Boute have both recently won a Best Paper Award. The paper “Determinants and effects of users’ search strategies in quasi internal technology transfer” by André Spithoven and Mirjam Knockaert won the Knut Holt Award for Best Conference Paper at the International Society for Professional Innovation Management Conference, held 21-24 June in Vienna, Austria. This year’s Best Paper Award from the journal “Production

Planning & Control” has been given to ‘A win-win solution for the bullwhip problem’ by Robert N. Boute, Stephen M. Disney, Marc R. Lambrecht and Benny Van Houdt. The paper focuses on the infamous issue of demand amplification in supply chains, also known as ‘the bullwhip effect’.

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Vlerick Knowledge on Facebook

As an academic business school, Vlerick Leuven Gent Management School not only wants to reach out and connect to all of its stakeholders, but also wants to share its knowledge. A new Facebook page is dedicated to research news and content and will be used as an additional communication channel to present the School’s knowledge, publications, faculty books and other relevant news, signalling the next step in the School’s online communication strategy.

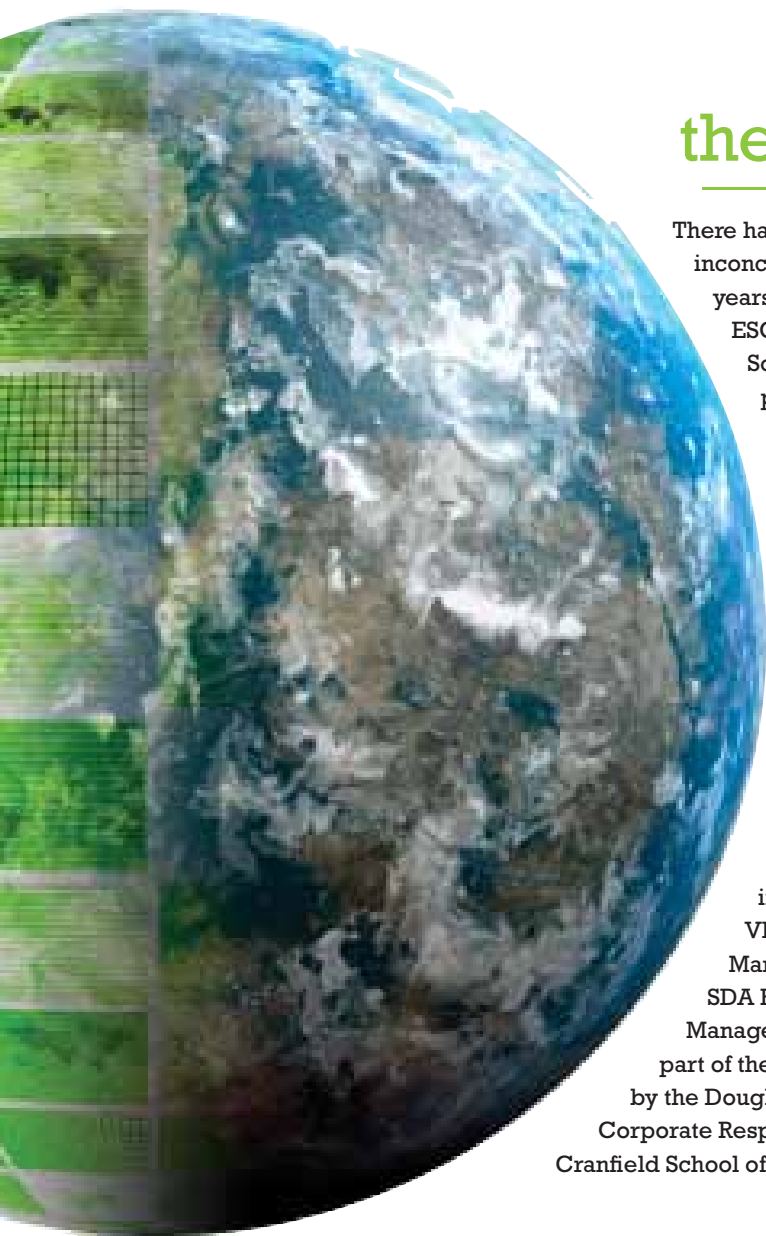
Why not join us at Vlerick Knowledge:
interact, offer your opinions and take part in open discussions!

NEW! Blogging @ Vlerick

Interested in finding out the opinions of our Dean Philippe Haspeslagh?
Do you want to gain insights into entrepreneurship?
Or are you curious to learn about our students’ experiences?
Read all about it in various Vlerick blogs.

 • www.vlerick.com/reflect
• www.vlerick.com/blogs

Sustainable value = the new business value



There have been numerous inconclusive attempts over the years to prove that improved ESG (Environmental, Social, Governance) performance positively affects overall business performance. Now, a new report has proposed that companies and investors should actually focus on the core elements of non-financial performance which reflect wider ESG factors. It is then easier to isolate and identify improved performance.

Vlerick Leuven Gent Management School and SDA Bocconi School of Management (Milan) were part of the research team led by the Doughty Centre for Corporate Responsibility at Cranfield School of Management.

The findings form the final report of a two-year research project funded by the Corporate Founding Partners of the European Academy for Business in Society (EABIS). The report proposes that value be redefined as 'sustainable value', and sets out a 'Value Creation' Framework that can be used both by business and the investment community. An operationalised management version has been developed by the parallel European Alliance for CSR laboratory that is run with the support of CSR Europe.

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 www.investorvalue.org
www.csreurope.org/pages/en/alliance.html
www.eabis.org
www.vlerick.com/reflect

Vlerick at Academy of Management Conference

Faculty members and researchers from Vlerick Leuven Gent Management School were amongst the attendees at the 69th Academy of Management Conference in Chicago (Illinois, USA) from 7 to 11 August. A number of papers were presented at the conference and the Vlerick delegation had plenty of

opportunity to network with their peers. The School also sponsored the International Management Division reception attended by some three hundred academics from across the globe. "For management scholars," says Professor Ans De Vos, "attending the Academy of Management Conference is

not only important in order to gain the latest trends and insights in management thinking, but also because it is an important forum to present our research and actively work on our international network."

 www.aomonline.org
www.vlerick.com/reflect


Vlerick PhD candidates obtain ICM scholarship

Vlerick researchers Bart Devoldere, Jonas Onkelinx and Katrien Verleye have been granted ICM scholarships for their upcoming PhD research. Each year the Intercollegiate Centre for Management Science awards 3-year doctoral fellowships with a one-year stay at a foreign university.

Bart Devoldere: "I'm investigating how incumbents can react towards changes in strategic industry factors given their existing resources and capabilities. The ICM scholarship gives me the freedom to explore hot academic research questions with high business relevance for the next three years."

Jonas Onkelinx: "My PhD research will focus on the internationalisation strategies of small and medium-sized firms. The opportunity to spend a year abroad interacting with professors and collaborating with peers at a foreign university will be an enriching experience, both professionally and on a personal level."


Katrien Verleye: "My PhD research will investigate the impact of customer participation on the performance of frontline employees in service organisations. The ICM scholarship allows me to really immerse myself in a subject that fascinates me. And I get to spend a year at a foreign university to acquire extra expertise."

 www.vlerick.com/reflect

Belgians loyal to brands despite crisis

Apparently the economic crisis has had little impact on Belgian consumer buying behaviour. According to a quantitative study by the Vlerick Brand Management Centre, Belgian consumers are going through the crisis with confidence. In fact, 76% of Belgians think that their family's financial situation will at least remain the same or even improve.

As a result of this confidence in their financial situation, Belgian consumers are remaining loyal to the brands that they were buying before the crisis, and over 75% of Belgians have not changed their choice of brand. However, 10% do admit that they are now buying their familiar, trusted brands in less expensive supermarkets or shops.

 www.vlerick.be/branding
www.vlerick.com/reflect




Belgium maintains its competitive edge

The new ranking in the 'Global Competitiveness Report 2009-2010' of the World Economic Forum (WEF) shows that Belgium is continuing to maintain its competitive edge. This year, Belgium was the 18th most competitive economy in the world, having moved steadily up a place in each of the last three years.

Most notably, it is Belgium's closest neighbours that continue to be more competitive. The Belgian government's debts and their effects on Belgium's macroeconomic stability are partly responsible

for the positioning, but the enormous tax burden and uneven efficiency in the job market have also meant a fall in competitiveness. Business leaders have also observed that access to financial means was problematical in 2009.

Vlerick Leuven Gent Management School is the Belgian partner in the WEF rankings and is responsible for the survey of Belgium business leaders.

 www.weforum.org
www.vlerick.com/reflect

Country	Ranking 2009-2010	Ranking 2008-2009	Change
Switzerland	1	2	+1
United States	2	1	-1
Singapore	3	5	+2
Sweden	4	4	=
Denmark	5	3	-2
Finland	6	6	=
Germany	7	7	=
Japan	8	9	+1
Canada	9	10	+1
Netherlands	10	8	-2
UK	13	12	-1
France	16	16	=
Belgium	18	19	+1

Design your market

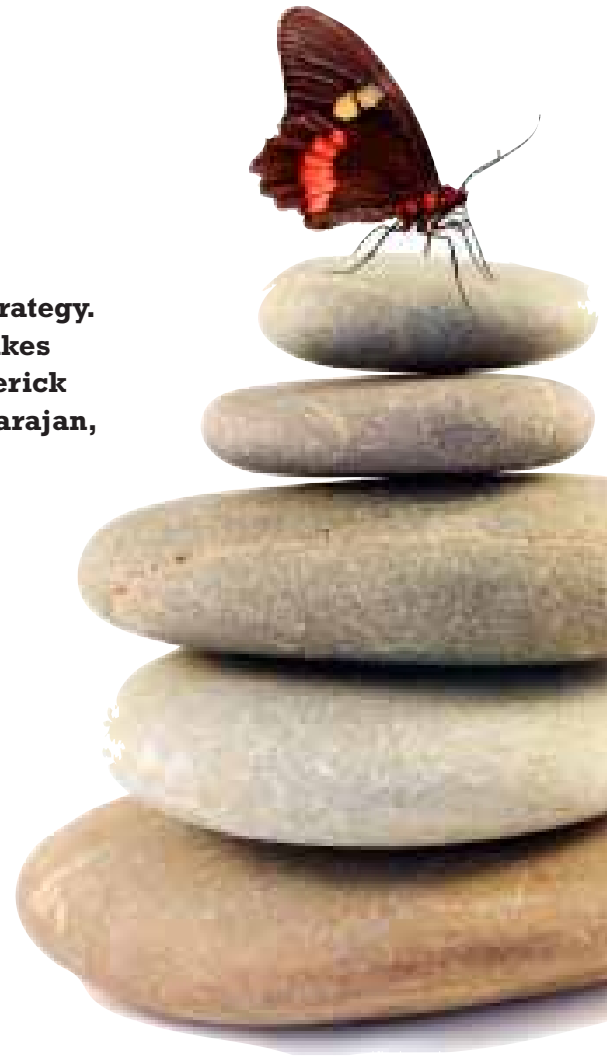
The Flanders DC study "Building competitive advantage by capitalising on consumer selection processes" by Professor Niraj Dawar and Dr Frank Goedertier emphasises that smart innovative companies place the focus not on the development of a new product but on the development of a new market segment. The report explores the impact of consumers' thought processes on their buying behaviour and indicates that companies that

take astute advantage of these processes can create a cognitive competitive advantage. The best example is Apple which has been incomparable at capitalising on these cognitive processes. By establishing 'design' as a new purchasing criterion, Apple has succeeded in creating niches in the existing markets of electronic products – achieving a prototypical position by introducing beautifully designed products such as the MacBook and the iPod.

 www.vlerick.com/reflect

Nowadays marketing is at the very heart of corporate strategy. Management wants a marketing strategy that really makes a difference, and hence generates sales. We talked to Vlerick professors Steve Muylle, Marion Debruyne, Deva Rangarajan, Gino Van Ossel, Niels Schillewaert, Katharina Roth and Bert Weijters about marketing today and the challenges facing the marketing professionals of tomorrow.

‘Marketing is a business philosophy’



Vlerick's marketing & sales professors (from left to right): Bert Weijters, Niels Schillewaert, Steve Muylle, Katharina Zeugner-Roth, Deva Rangarajan, Gino Van Ossel, Marion Debruyne.

Steve Muylle gets the ball rolling: “Marketing is no longer a function in itself; it’s a business philosophy. More so than ever before, organisations are focusing on the needs and requirements of their customers in their production planning and

operational processes. And their own employees are also being assessed on how they help to fulfil these needs.”

Whereas the marketing department used to be all about creativity and communication, nowadays it has to come up with hard figures.

From adman to marketer

- Marketing is more than creativity. Marketeers must help seek strategic solutions.
- Marketing is more than communication. Marketeers must make customers happy, generate profit and create added value.
- Marketing is more than brochures and flyers. Traditional efforts are enriched with e-marketing and social media.
- Marketing is more than a “successful project”. The added value is evident from the balanced growth of the company.

Read the full article at www.vlerick.com/reflect
 Download as a podcast at www.vlerick.com/reflect

Marion Debruyne: “Traditional marketers are under enormous pressure. They not only have to prove to the market that their product is worthwhile, but also convince their boss of their added value to the company.” Managers speak the language of numbers. Gino Van Ossel: “Most marketers haven’t mastered that financial jargon, so they find it difficult to sell their ideas to management.”

Shared responsibility

The development of marketing as a business philosophy means that activities in this area are not always the preserve of marketing professionals. Deva Rangarajan: “Marketing information is now used in different departments. The marketing people take care of communications, the product manager is responsible for product development, another group looks after promotional activities, and sales focus on the customers. So everyone does their bit, but often there’s no-one coordinating it all.” If marketing is to work effectively as a business philosophy, it is essential to assign clearly defined responsibilities.

E-marketing

In practice, targeted e-marketing plays a crucial role. Niels Schillewaert: “The Internet influences customers’ behaviour. Social media give them the opportunity to share experiences with their peers and discuss online what’s on offer. This changes the way they view brands and buy products.”

At the same time, e-media also provide marketers with a wealth of

information about the users of their products. Steve Muylle: “Compared with how things used to be, it’s now possible to put together much more accurate profiles of customers using online data to identify their requirements, needs and expectations.”

Branding

Those expectations are not focused solely on the product, but also on services and other factors, which ultimately ensure customers an “all-round experience”. The brand also has a part to play.

Bert Weijters: “Choosing a brand is an emotional act that involves consumers seeking the familiar so that they feel good about what they buy.” Katharina Zeugner-Roth nods in agreement and adds: “Not every brand offers added value as such, but a strong brand opens up doors. Nowadays manufacturer brands have to compete with retailer brands. Carrefour toothpaste or Delhaize coffee – for some consumer groups these are now familiar items in their shopping trolley. Not every brand is or will be able to compete successfully. Strong brands can convince customers that they are still better than comparable retailer brands. Not many manufacturer brands are yet able to come out on top in this kind of competition.”

New role

So marketing is not an exact science; rather it is governed by the needs and preferences of the customer. The evolution of marketing as a business process does not prevent marketers from claiming their place within the new environment, provided that they can adopt an analytical approach and think beyond traditional communication.

Marketing is like love. You have to seek out Cupid’s arrow, something that can touch and move your customer and promotes your product to a ‘love mark’.

At first hand

Read the interview with Saskia Schatteman, Vice-President Marketing Residential Business at Telenet, and Anja Stas, Commercial Director of the Royal Zoological Society - Antwerp Zoo in Vlerick connect.



Tips for modern marketers

- Learn the financial jargon, prove your added value with numbers.
- Don’t think in terms of one product, focus more on a marketing strategy.
- Teamwork: work with different departments.
- Take care of internal marketing, convince your colleagues of your strategic importance within the organisation.
- Don’t just focus on new ideas, adapt existing concepts as well.
- Don’t just focus on the product, think of the whole experience.
- Differentiate your customer base: what’s best for one customer is not necessarily so for another.
- Engage in social media by observing your brand, facilitating conversations about it and possibly joining in.
- Integrate offline and online marketing for maximum customer and business impact.
- Bear in mind the role of the retailer. The real fight for customers’ loyalty takes place at the point of sale.
- Glean innovative ideas from atypical customers with a fresh outlook.

RELEVANT BRAND INFORMATION IN EASILY MANAGEABLE CHUNKS

NEW! Vlerick Brand Community



Dr Frank Goedertier, Senior Research Associate (right), and Kristof Geskens, Research Associate.

The first Brand Café will be held on 18 January 2010, so be sure to mark the date in your diary. The prime movers behind this inaugural event, organised by the Vlerick Brand Management Centre as part of the new Vlerick Brand Community, are Dr Frank Goedertier and Kristof Geskens. They reveal what the Community members can expect.

The Vlerick Brand Management Centre was launched in 2002 on the initiative of Prime Foundation Partner Dexia. The idea was to stimulate brand thinking in Belgium.

Frank: "We thought the time was now right to share the knowledge we've accumulated over the years with a wider audience. The aim of the Vlerick Brand Community is to facilitate this process. Our target group is marketing professionals, business executives and product managers in small and medium-sized companies, and in fact anyone interested in brand marketing."

Kristof: "We've looked at the way in which consumers handle information. The emphasis is on sharing knowledge and information interactively."

Frank: "What makes our initiative different from others? There's a lot of information available, but it's rarely conveyed in a concise and readily comprehensible way. We're striving for a unique combination of academically valid knowledge that has practical applications. We want to serve up relevant brand information in easily manageable chunks."

Relevant topics

The topics tackled will pick up on the team's research interests and on market trends.

Examples include:

- Brand architecture: options and consequences
- Branding in times of recession
- Branding in the digital age
- Branding and innovation
- Branding in a global context
- Brand overload

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🏠 Read the full article at
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More information:
www.vlerick.com/vlerickbrandcommunity

📻 Download as a podcast at www.vlerick.com/reflect

What does membership include?

• 4 Brand Cafés

The Vlerick Brand Management Centre is planning to organise a Brand Café at the Ghent campus four times a year on Monday afternoons from 3.30 to 6.30. Together with the members of the Vlerick Brand Community, a specific topic will be explored. The format will always be the same:

1. research results: presentation of research findings, case studies and trends
2. book review: discussion of recent specialist literature
3. business testimonial: a guest speaker shares his/her experiences

• 4 inspiring reports

A more in-depth analysis of the topic raised at the Brand Café will be published quarterly.

• Sharing knowledge online

All members of the Vlerick Branding Community have access to a password-protected online platform, offering a database of branding resources and an exchange forum for the members.

UNIQUE SHOPPER MARKETING MODEL

Professor Gino Van Ossel and researcher Eva Pelgrims unveiled their unique shopper marketing model, commissioned by the Dutch Trade Marketing Association, during the TMA's annual conference held at the end of August in The Hague.

How do you win the hearts of shoppers?

The shopper marketing model very simply describes what people watch out for when they go shopping.

"The behaviour of shoppers differs according to their personality, the distribution channel and the product they're buying," explains Gino Van Ossel. "Based on these three factors, manufacturers will have to take different steps in order to have an effect on consumer behaviour and persuade shoppers to choose their product."

Individually tailored

The shopper marketing model offers a host of techniques that manufacturers can use to influence shoppers' purchasing behaviour. These focus on five different facets: price, value, experience, product range, service and product accessibility. Each facet helps steer shopping behaviour in the right direction.

Gino Van Ossel: "A tactic that yields results for one manufacturer is a waste of time for someone else.

If you want sales and you have a strong brand, then brand blocking, i.e. displaying all brands from one supplier together, is an effective tool in-store. If you have a weak brand, then brand blocking will simply result in you being passed over. The pros and cons of a technique have to be weighed up carefully. Experience shows that each strategy has to be individually tailored."

Three-way gain

Moreover, no trade marketing strategy can ignore the retailer. Eva Pelgrims: "What the manufacturer thinks is important or appropriate is one thing, but the retailer also has his own strategy. I'd even go one step

further: ultimately he's the one who decides what happens in his shop. Compared with how things used to be, manufacturers now have to be much more alert to the retailer's needs. The aim is always three-way gain: the manufacturer, the retailer and the shopper must all benefit."



Why not buy an Xbox?

"The shopper marketing model helped us to systematically re-examine our whole marketing approach. We specifically used it to assess our strategy in MediaMarkt retail outlets. It confirmed our decision to focus on increasing sales to existing Xbox users."

[Erik Poel, Entertainment & Devices Channel Marketing Manager for Microsoft Nederland, applied the shopper marketing model to the Xbox.]

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Read the full interview with Gino Van Ossel, Eva Pelgrims and Erik Poel at www.vlerick.com/reflect

Download as a podcast at www.vlerick.com/reflect

SALES ASSESSMENT TOOL

How well does your sales team score?

If a business wants to survive, the main thing is to keep selling. These days the productivity of the sales team is an important key to success. But how can this be managed?

“Look at the skills of your sales people and the extent to which they’re being utilised,” is Professor Deva Rangarajan’s advice. Together with his colleague Patricia Marques, he is creating a set of sales tools aimed at gaining a better understanding of the productivity of the sales force. Deva Rangarajan: “The questions gauge the sales people’s knowledge of the customer value chain, their perception of trends and practices in the sector, their ability to predict demand, and their time and cost management. The sales managers are tested on their knowledge of sales strategies, their skill in putting together and coaching sales teams and giving their staff feedback. In its current form the sales assessment tool provides useful information about the sales team, but the idea is to develop it further so that it also provides insight into organisational variables that affect sales productivity, and offers suggestions for improvement.”



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Bekaert on the sales assessment tool

” The basis for analysing and improving sales and marketing processes”

Bekaert Wire & Advanced Materials made use of the sales assessment tool when it developed its Sales Performance Excellence (SPE) project. “It served as the basis for analysing and improving sales and marketing processes,” explains Lieven Somers, Global Market Manager, Advanced Wire.

“Bekaert and Vlerick Leuven Gent Management School had previously developed a model that gave an overview of all the important sales and marketing processes within the company. These were then further defined, made measurable and arranged in order of importance within a hierarchical structure. To avoid ambiguity, one process description and a uniform performance standard were pushed to the fore in each case. The purpose of the tool is to collect as much evidence as possible in order to objectively ascertain the performance of business units, indicate where there’s room for improvement and identify best practices. The assessment tool was developed and tested over the past year and has now been implemented in Latin America. All of Bekaert’s sales and marketing units should subsequently be able to use it on an annual basis to see which processes are running more efficiently and where there is still scope for course correction. It has to become a process of continuous improvement.”

MARKETING ROUND TABLES

Experience around the table

Mission: bring together representatives from ten or so companies around the same table with a view to sharing expertise and exchanging experiences. “The round-table sessions organised by Vlerick Leuven Gent Management School are a unique knowledge tool for a business school,” explain Professor Gino Van Ossel and Professor Marion Debruyne.

Concept

Gino Van Ossel: “Each round table focuses on one specific theme. The emphasis is always on current trends and needs in the market that link into existing fields of expertise in the School.”

Target group

Marion Debruyne: “We aim to have about ten participants at each round table, who may come from the same sector or from different sectors, depending on the subject. Before each round table we sit down with each of the participants individually for half a day to find out about their company’s approach, identify who is advanced in which field and sound out which specific topics they would like to see covered. The ideal mix is a group where some people have a lot of experience in one particular area, but still have problems or questions concerning something that others have already studied in depth, and vice versa. The result is the ultimate win-win situation, in which each participant can make a contribution and, at the same time, learn from the others.”

Aim

Marion Debruyne again: “The aim of the round table is to disseminate knowledge by sharing expertise and exchanging experiences.” Gino Van Ossel adds: “But there’s usually an element of knowledge development involved as well. Depending on the theme discussed and



Professor Marion Debruyne and Professor Gino Van Ossel.

” It helped broaden my horizons and provided a unique source of inspiration”

Jos Linkens, CEO of Neuhaus, looks back on his participation in the Vlerick Retail CEO Round Table with great satisfaction.

Jos Linkens: “A round table is a sounding board rather than a conventional training programme or a brainstorming session with people from your own company. You’re free from any hierarchical corporate structure and part of a private, select group where you can freely reflect and talk with other retail sector CEOs. My main aim was to gain some insight into topics such as customer loyalty, service, retail formats and business location policy, HR and shop operations. I also hoped to be able to exchange ideas and experiences with other retailers. And that’s just

what happened. The group members from last time now want to organise a follow-up round table, which just goes to show how useful the first one was for everyone.”

The other participants in the Vlerick Retail CEO Round Table were the CEOs of Damart, Free Record Shop, Gamma, Inno, JBC, Minit, Multipharma, Torfs and Veritas.

At first hand

Read the interview with Jos Linkens about Neuhaus’ marketing strategy in Vlerick connect



the heterogeneity of the group, it’s possible to tackle a new, hitherto relatively unexplored issue and develop new knowledge. With the benefit of their practical experience, businesses are sometimes further ahead than academia in that respect.”

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🎧 Download as a podcast at www.vlerick.com/reflect

Round tables within the Sales & Marketing field of expertise

- Sales Management Round Table
- The International Internet Round Table: ‘How to successfully integrate the Internet into your commercial strategy’
- Vlerick Retail CEO Round Table
- B2B Marketing Round Table: ‘Pricing for profit’

KOEN HELSEN, GLOBAL MARKETING DIRECTOR AT BARCO

‘A useful guide for our new marketing strategy’

“Thanks to the Executive Master Class in B2B Marketing & Sales, we managed to implement our new marketing organisation and strategy much faster,” explains Koen Helsen, Global Marketing Director at Barco.

Nowadays marketing is about more than effective communication; it is an integral part of a company’s strategy. The Executive Master Class in B2B Marketing & Sales is designed for marketing, sales and general managers worldwide wishing to gain a broader and more in-depth knowledge of marketing and B2B from this strategic perspective. Where is their organisation in the

scheme of things, what is happening in the market, and how can they align these two aspects and secure a specific market position?

Cog in the wheel

“Vlerick Leuven Gent Management School starts from the assumption that marketing is not an isolated concept; rather it forms a cog in the larger corporate system, linked with all the other elements, which range from business development and finance & sales to product development and even HR,” explains Koen Helsen. “From that point of view, marketing also requires insight into practices that may not be within your immediate field of expertise: procurement, finance, and so on.”

On the right track

The return is proportionately high. Koen Helsen: “At the time I was doing the course, marketing at Barco was undergoing a transformation that was fully in keeping with this philosophy of marketing as a strategic tool. The course helped me, in my job as Marketing Director, to get onto the same wavelength as other departments much faster. The School provided us with

a theoretical frame of reference and a whole set of best practices, which meant that, even though it was a new approach, we immediately felt that we were on the right track. The investment was more than amply compensated by the time saved setting up our new marketing policy in practice.”

International perspective

According to Professor Steve Muylle, founder and director of the programme, the strength of the Executive Master Class in B2B Marketing & Sales lies in the experienced teaching staff, guest speakers with a strong background in business, and interaction between executive participants and teachers who are used to working in an international environment.

Koen Helsen, Global Marketing Director at Barco



Executive Master Class in B2B Marketing & Sales

- taught in English
- long-term programme (4 x 4-day modules)
- residential format with classes given in Ghent, Bruges, Leuven and Milan
- programme of Vlerick Leuven Gent Management School with SDA Bocconi School of Management as guest faculty

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Read the full article at
www.vlerick.com/reflect

Vlerick Leuven Gent Management School's Professor Steve Muylle and Professor Amit Basu of the Cox School of Business were commissioned by Flanders DC to develop a model to support the planning and evaluation of effective e-business by companies in Flanders.

PLANNING AND EVALUATION OF EFFECTIVE E-BUSINESS

E-business as leverage

Is e-business the future?

Steve Muylle: "Thanks to e-business you can increase your turnover in a cost-efficient way and optimise your business purchases; online product configuration, electronic collaboration and business intelligence can also help your customers and suppliers with their decision-making. At an advanced level e-business leads to process optimisation in business operations through, for instance, automated recommendations of new products and services based on knowledge of the customer, or overviews of the purchasing history of geographically dispersed business units of a multinational company. So it's clear that an e-business approach is much more than having a website, an intranet, and a presence on Google and social media sites. It requires a properly thought-out approach that builds up transactions, decision-making support and integration of data and systems based on a coherent and winning strategy."

Why develop a model?

Amit Basu: "Flanders has a fairly sophisticated technological resource

market and firms offering technical support. Another plus point is that most companies have good Internet access. They are also situated right in the heart of the EU, which has widespread Internet penetration and excellent IT infrastructure."



Can any company use the model?

Steve Muylle: "In the research leading up to the development of the model, we took a close look at businesses of varying size and with diverse strategic priorities and geographical scope. We screened companies with experience in e-business as well as others that had considered the potential advantages and opportunities it offered but hadn't taken it much further than that. We examined how e-business could support and strengthen their strategic objectives."

Amit Basu: "The result is an e-business planning and evaluation framework applicable to a sophisticated but

still diverse context such as Flanders. The model enables companies to look at where the greatest opportunities lie for them in e-business, keeping in mind their current situation and context."

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 Read the full article at
www.vlerick.com/reflect
 Download as a podcast at
www.vlerick.com/reflect

PHILIPS HEALTHCARE GETS STUDENTS INVOLVED IN MARKET RESEARCH

“Their open-mindedness was a huge asset”

“Before I started working on the project, I didn’t know that Philips was into healthcare,” says Stefanie Koulouris with a smile. We look back with Stefanie, her fellow student Martine Verspeelt and Will Ickenroth, Marketing Manager and X-Ray Business Line Manager at Philips Healthcare Benelux.

“Healthcare is one of Philips’ core activities and generated a global turnover of €8 billion in 2008,” explains Will Ickenroth. “Our roots are in medical imaging, but with a complete portfolio of products and services we now try to cater for the needs that arise throughout the course of a disease.”

Win-win all round

Will again: “The great advantage of working with a business school of the calibre of Vlerick Leuven Gent Management School is that it’s up-to-date on all the latest theories and insights. Another not insignificant factor is that bringing in students is very cost-effective.”

Good preparation

“One of the first hurdles we had to overcome was familiarising ourselves with the sector and the company. We had to work pretty hard on that,” Martine recalls. “We made a big effort too,” confirms Will, “but it was worth it.”

“Will was always very critical, but he needed to be,” laughs Martine. “We sometimes came up with the most fanciful ideas and then he’d give us a reality check.”

Stefanie: “We were coached during the planning stage and while we were putting together the questionnaires, but we were given complete freedom when it came to the client interviews. We had to present our results every week of course.” Martine adds: “Professor Deva Rangarajan, research assistant Patricia Marques and Will also helped us to decide on the methodology and how to formulate the questions.”

“That guidance was important to ensure the right emphasis,” says Will. “So that the research would not only be useful in theory but could also be put to practical use.”

Expectations fulfilled?

“Vlerick Leuven Gent Management School has a good reputation, so expectations were high,” Will adds. “But we were very satisfied. A good theoretical grounding and complete open-mindedness were their greatest assets. Their questions sometimes seemed naive, but they did get us thinking!”




Will Ickenroth: “A good theoretical grounding and complete open-mindedness were their greatest assets.”

Stefanie: “The main thing I learned from the project was how to translate theory into practice. It was as if all the pieces of the puzzle fell into place.”

Martine: “I used to say that I wanted to be a consultant, but I wasn’t absolutely sure. This project has strengthened my conviction. And now I’ve actually begun my career as a consultant!”



 **In-company projects**
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 Read the full article at
www.vlerick.com/reflect
More information:
www.vlerick.com/go/projects

” I knew for sure that I wanted to pursue a career in consultancy!”
[Martine Verspeelt, left in the picture]

“During the project all the pieces of the puzzle fell into place.”
[Stefanie Koulouris, right in the picture]

Get your organisation ready for change

The sixth book in the successful *Grootmeester* (Grandmaster) series takes an academically grounded and freshly practical look at the theme of change. Change management has become a reality for each of us in the past 10 years. Sometimes change is a good thing, but occasionally it can be intimidating. For many managers, however, change is virtually the only constant. Yet the employees who have to live with the fallout are increasingly prone to change fatigue.

Grootmeester in veranderen (Grandmaster in Change) seeks to provide some insight into the different stages in a change process. As in business, politics or just telling a joke, timing is everything. The greatest skill of a grandmaster in change management is getting an organisation ready for change. The smartest changes

are those that go largely unnoticed, elicit little in the way of opposition, are implemented enthusiastically and afterwards provoke the general comment: "That's another job well done". How do you ensure that everyone in the organisation senses, understands and supports the need for change well in advance? This book analyses various change strategies: inside-out change versus imposed change (outside-in), large-scale, comprehensive top-down change versus small-scale, gradual, scarcely perceptible change. As well as the theory, there is practical advice on the dos and don'ts.



On sale in bookshops from 4 January 2010
ISBN: 978-90-774-3230-3
Price: €16.95
No. pages: 192
Published by LannooCampus



On sale in bookshops as of
2 December 2009
ISBN: 978-90-8679-284-9
Price: € 29.90
Published by Roularta Books

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 www.ondernemerschap.be

Vigorous Flanders

Academic research in support of policy

True to tradition, the Policy Research Centre for Entrepreneurship and International Entrepreneurship (STOIO) is issuing a yearbook this year. *Groeizaam Vlaanderen* (Vigorous Flanders) brings together the results of various research projects conducted within the Centre in the past couple of years.

The researchers also translate the findings into policy recommendations and useful tips for entrepreneurs and intermediaries. The Policy Research Centre is a consortium of K.U.Leuven, Ghent University and Vlerick Leuven Gent Management School. At the initiative of the Flemish government, it has developed into the leading knowledge centre in Flanders for entrepreneurship

and internationalisation.

The book begins by considering the importance of research into growth and entrepreneurship within a broader macro-economic framework. Three crucial "how" questions are then discussed.

The first focuses on how to achieve growth through acquisitions and internationalisation. The second key issue concerns financing growth: is internal or external financing preferable and what exactly is the effect of external financing on growth? The third and final question centres on stimulating growth. Supply and demand are thoroughly examined and compared.

Over the next ten to fifteen years China will need 75,000 top managers, yet the country can only claim 3,000 to 5,000 a year. What does this mean for the economy? Just how severe an impact has the global financial crisis had on the Chinese job market? And can an MBA qualification improve job prospects? Vlerick reflect magazine spoke with Bruce Stening, Professor of Management and Vlerick International Dean to the Beijing International MBA Programme in the National School of Development at Peking University.

A battle for talent

“The global financial crisis didn’t make China’s talent shortage any less severe in 2009,” explains Bruce Stening. “According to Manpower’s recent Employment Outlook Survey, the demand for high-end management talent has actually risen this year. This is because of the trend towards further localisation of senior executives of multi-national corporations (MNCs), and the globalisation and diversification of local enterprises. In fact, recruiting and retaining top talent has become a major strategy for many enterprises in dealing with the crisis.”

Changing economy

The shortage of highly skilled employees is even more precarious in view of China’s changing economy. In the midst of this financial crisis,

China is accelerating its transformation from a manufacturing powerhouse to an emerging market for services. “One of the challenges China is facing is managing to educate enough talent to meet the surge of demand resulting from this transformation,” says Stening. “China has over 25,000 state-owned enterprises and over 4.3 million non-governmental companies. They are joining the battle for talent with MNCs, but few actually have experience in dealing with a rapidly-changing domestic and global environment and more and more complex competition. In the next five years, the most

severe shortage of talent will be in the services sector, including the areas of outsourcing, logistics and value chain management, financial services, risk

” One of the challenges China is facing is managing to educate enough talent to meet the surge of demand”



China 2.0 – a must-read

The book "China 2.0: The transformation of an emerging superpower... and the new opportunities" by Marina Yue Zhang with Bruce Stening is a must-read if you want to learn more about this subject. Web 2.0 has been much more profound in its impact on China than on any other country. This book maps the ways in which China is being transformed socially, politically, technologically and economically, and the implications of those changes for a variety of stakeholders. The book is published by Wiley & Sons and will be released in November 2009.



ISBN: 978-0-470-82423-8; hardcover, 256 pages, £19.99 / €23.80

www.china2point0.com

<http://eu.wiley.com>

The book can also be ordered through Amazon.

management, the creative industry, and professional services."

Overall, senior executives with global perspectives and local execution abilities are in highest demand.

To tackle this challenge, companies can either recruit from the overseas market or rely on in-house training. However, neither option is particularly efficient when you weigh up the costs and potential benefits. A local survey suggests that only 40% of top executives in Chinese enterprises have university degrees, and only 20% of them have management education. China will lag behind the West for decades in terms of the supply of manager's with high expertise.

Soft skills needed

Despite the fact that China is producing more than six million university graduates a year, there is still a shortage of talent. And as there is a definite market for highly qualified people, an MBA qualification would certainly seem a good idea.

In determining which MBA programme is most suitable, Chinese applicants need to bear in mind the benefits and strengths of a joint MBA programme such as the Beijing International MBA programme with Vlerick Leuven Gent Management School. "Local Chinese MBA programmes," says Bruce Stening, "are losing their competitive advantage to joint MBA programmes between Chinese and overseas universities. Such joint programmes use interactive, case-based learning, and offer students a practice-based curriculum in management. Local MBA programmes, however, have to follow the strict curriculum set by the Ministry of Education and focus on theory. Soft skills such as leadership and communication, practical skills and global mind-sets are all in high demand from organisations, but they're currently not well catered for in local management education."



Read the full article at www.vlerick.com/reflect



Download as a podcast at www.vlerick.com/reflect

First IEMBA graduates

The first group of students to complete the new Independent Executive MBA (IEMBA) graduated in an official ceremony on 21 September in Ghent. The programme, launched in January 2008, is a general MBA with a focus on multicultural international management and entrepreneurship and combines the best of Vlerick Leuven Gent Management School and Amsterdam Business School. The MBA takes just 18 months and allows participants to study without interrupting normal professional activity.

The second group of 36 students that started this January are expected to graduate in September 2010. The international mix in this group is excellent with 65% of participants being of non-Belgian origin. In addition, 20% are female, the average age is 35, and participants have an average of 10 years working experience. Registrations for the third IEMBA programme starting in January 2010 are well under way.



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www.vlerick.com/iemba

Good start for BiMBA

The Beijing International MBA programme (BiMBA) has got off to a good start this academic year with over 300 students following the programme. By the time they graduate, they should be able to offer a recovering economy a combination of outstanding leadership skills and international vision.



Dr Ho-Mou Wu, Executive Dean of National School of Development (NSD), Dr John Yang, NSD International Dean to BiMBA Dr Philippe Haspeslagh, Dean of Vlerick Leuven Gent Management School and Dr Bruce Stening, Vlerick International Dean to BiMBA (from left to right)



Although the majority of the 175 newly registered BiMBA students are Chinese, there are still a significant number of students of other nationalities.



In terms of gender, the full-time programme is balanced with 28 female and 29 male students.

Although the majority of the 175 newly registered BiMBA students at Peking University are Chinese, there are still a significant number of students of other nationalities which provides for a good international mix. What's more, in terms of gender, the full-time programme is nicely balanced with 28 female and 29 male students. The part-time programme has slightly more male than female students.

The students were officially welcomed at the Opening Ceremony which was attended by Dr Philippe Haspeslagh, Dean of Vlerick Leuven Gent Management School, Dr Ho-Mou Wu, Executive Dean of National School of Development (NSD) (and now also a Vlerick Board member), Dr John Yang, NSD International Dean to BiMBA and Dr Bruce Stening, Vlerick International Dean to BiMBA. In their speeches they gave background information on the history of both the China Center for Economic Research (CCER) and BiMBA, and emphasised the added value of this truly unique and global MBA

BiMBA students 2009-2010

New full time BiMBA students	57
1st year part-time BiMBA students	118
2nd year part-time BiMBA students	131
Total number of BiMBA students	306

programme. Vlerick Dean Philippe Haspeslagh stressed that the students were not only students at Peking University, but also at Vlerick Leuven Gent Management School. He expressed a hope that they would all develop into outstanding professional leaders with an international vision. "It will be a little tougher this year for the students now graduating because of the financial crisis," he said. "But knowing how fast China can recover, by the time you graduate you will be in great demand again." The ceremony ended with some practical information and a value-related discussion amongst the students.

Read the full article at
www.vlerick.com/reflect
 Download as a podcast at
www.vlerick.com/reflect

Beijing International MBA programme

The Beijing International MBA programme (BiMBA) was established in 1998 as a joint venture between a consortium of American business schools and the China Center for Economic Research (CCER). Towards the end of this ten-year agreement, CCER started looking for a new suitable partner. The increasingly successful global profile of Vlerick Leuven Gent Management School led them to Belgium. In October 2008 Vlerick Leuven Gent Management School took over the academic responsibility for the full-time and part-time international English-language MBA at Peking University. The concept was to design a China-based international MBA aimed at future Chinese global business leaders and young international business leaders who will meet the need to have a comprehensive understanding of China, its business culture and its place as an economic powerhouse for the 21st century.

Vlerick's academic talent pipeline



OPERATIONS & TECHNOLOGY MANAGEMENT

Philippe Silberzahn [Assistant Professor since 1 October 2009]

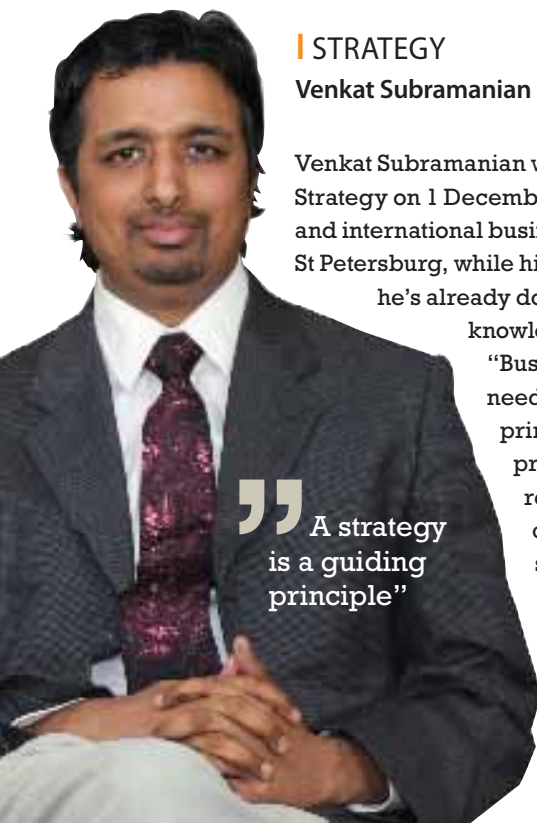
”The process is as exciting as the actual attainment of a goal”

As a practising expert in entrepreneurship, Philippe Silberzahn took up the position of Assistant Professor in Operations & Technology Management and as a member of the Innovation Management research platform on 1 October 2009.

“My area of research is innovation and high-tech entrepreneurship, particularly concerning strategy in new industries. As an entrepreneur, I’ve founded and run two start-ups in new markets in which we didn’t even know what product to create or who our customers would be. At these times, the process is as exciting as the actual attainment of a goal. Traditional marketing and strategy tools don’t apply in these markets, so my research involves defining new management tools. I’m looking forward to making real contributions through my work at Vlerick Leuven Gent Management School and I feel the School is young and ambitious. There’s an intellectual excitement, a buzz, that I recognise in an entrepreneurial organisation.”

PRO-FILE

- **Education:** PhD in Entrepreneurship Ecole Polytechnique (2009), MBA London Business School (1997), Master’s degree in Computer Science and Master’s degree in Management from Sorbonne University
- **Fields of expertise:** entrepreneurship and innovation, with a particular focus on high technology
- **Current position:**
 - Assistant Professor, Operations & Technology Management + innovation platform
 - Research fellow at the Ecole Polytechnique’s Centre of Management Research
- **Previous positions:**
 - co-founder and CEO of Digital Airways
 - Research Associate at INSEAD on innovation and high-tech entrepreneurship
 - Main publications:
 - Co-author of “Objectif: Innovation” 2005 (in French)
 - Various articles in scientific journals



STRATEGY

Venkat Subramanian [Assistant Professor as of 1 December 2009]

Venkat Subramanian will take up his position of Assistant Professor in Strategy on 1 December 2009. His teaching role will cover strategy and international business for the MBA programmes in Belgium and St Petersburg, while his research will be a development of the work

he’s already done on performance drivers of firms and

knowledge management in multinational companies.

“Business conditions change so quickly, companies need strategy in order to have a sort of guiding principle. In times of turbulence, strategy can provide stability. A long term strategy is a reference point, the constant factor that helps a company decide relevance and priority in the shorter term. Of course, it’s much easier to talk and theorise about strategy than actually implement it, but that’s where Vlerick’s practical approach to research comes in.”

”A strategy is a guiding principle”

PRO-FILE

- **Degree:** MBA and PhD in Management at the Solvay Business School, Université Libre de Bruxelles (2002), MSc Aeronautical Engineering, former Soviet Union
- **Fields of expertise:** performance drivers in multinational companies, strategy and international business
- **Previous positions:**
 - Assistant Professor in Strategy, University of Hong Kong
 - MBA student (2002) and PhD student, Solvay Business School
 - Research Associate, INSEAD (1999)
 - Research Fellow, Leuven (1997)



OPERATIONS AND TECHNOLOGY MANAGEMENT

Behzad Samii [Assistant Professor since September 2009]

” Vlerick is located in a hub of international logistics”

With over ten years hands-on experience in operations management and six years researching the field, Behzad Samii took up his appointment as Assistant Professor in the Operations & Technology Management Competence Centre in September 2009. He has taken on the position with great expectations of being able to combine theory with practice. “Here at Vlerick Leuven Gent Management School we deal with industry and we have to be able to act as an industry equal – but with an academic flavour. That’s why it was important to the School that I had worked in industry, but it’s just as important to me. I also strongly

believe that good research is initiated by the real world.

Your studies shouldn’t only further your research discipline, but also help the industry you work in. My research covers a very specific area within supply chain management, capacity reservation, and being in Belgium, in a hub of international logistics, is very important. With Vlerick Leuven Gent Management School I’ll also be teaching in Russia and China. The campuses abroad and the international student population make the School very diverse and this diversity is now being mirrored by diversity in the staff.”

PRO-FILE

- **Degree:** MBA (2004), ZLOG (2005), PhD (MIT-Zaragoza 2009)
- **Fields of expertise:** Capacity Reservation, Supply Chain Management
- **Previous positions:** Operations Manager, Schlumberger

INNOVATION

Wim Vanhaverbeke [Visiting Professor since 1 September 2009]

PRO-FILE

- **Education:**
 - Masters in Philosophy and Masters in Economics (K.U.Leuven)
 - PhD in Business Administration (IESE Barcelona)
- **Fields of expertise:** Strategic innovation, international management, open and collaborative innovation
- **Previous positions:**
 - Assistant Professor at Maastricht University, 1993-2000
 - Assistant Professor and researcher at Eindhoven University of Technology, 2000-2007
 - Professor at Hasselt University, 2004-present
 - Visiting Professor, Esade Business School (Barcelona), September 2009 - present
 - Visiting Professor, Vlerick Leuven Gent Management School, September 2009 - present

Open innovation. Officially Wim Vanhaverbeke has been exploring this subject in depth only since 2003, but in fact he first began working on it nearly seventeen years ago.

“My research approach is very pragmatic. The idea is for Vlerick Leuven Gent Management School to work with companies to see how they organise open innovation and how they can improve it. If you want to be an authority on open innovation, you have to operate on a European level at the very least. Pan-European collaboration on this fast-growing research topic is important in order to keep ahead of the pack.”

2009 is a pivotal year for Wim Vanhaverbeke: “I’ve been doing academic research on open innovation for a few years now, and with the site www.exnovate.org I’m trying to build a network of excellence for companies, academia and public policymakers interested in open and collaborative innovation.

Together with Vlerick Leuven Gent Management School, I’m hoping to move up a gear to international level and help put the School on the open innovation map outside Belgium.”

” If you want to be an authority, you have to operate at European level at the very least”



HR MANAGEMENT

Katleen De Stobbeleir [Assistant Professor since 1 October 2009]

Katleen De Stobbeleir began her academic career as a junior researcher in the HR Management Centre of Vlerick Leuven Gent Management School about seven years ago. In 2006 she spent a year at the University of Michigan in the US and earned her PhD in Applied Economics in 2008. She took up her appointment as Assistant Professor on 1 October 2009.

"I used to concentrate more on research, but I'm now expanding my sphere of activity to include teaching and organisational support. Much of my research was inspired by real-life business practices, yet often the results were still fairly theoretical. Now it's important to re-establish the link between theory and practice. It would be

fantastic if our competence centre were to become a prominent player in Europe – and perhaps further afield, too – in the fields of research and services relating to everything associated with attracting and developing leadership potential, from employer branding and talent coaching to preparing managers for an executive position."

"The ultimate ambition is for Vlerick to become a European centre of expertise on leadership potential"



PRO-FILE

- **Education:** Masters degree in Organisational Psychology (Ghent University), PhD in Applied Economics (Ghent University)
- **Fields of expertise:** employer branding, 360° feedback, leadership development and coaching, employee creativity
- **Previous positions:** Junior researcher, TNS Dimarso; Junior researcher, Vlerick Leuven Gent Management School; Visiting scholar, Ross School of Business, University of Michigan, Senior researcher, Vlerick Leuven Gent Management School



INNOVATION & ENTREPRENEURSHIP

Miguel Meuleman [appointed full-time Assistant Professor]

"To promote the School internationally as a centre for entrepreneurship"

Miguel Meuleman makes no secret of his ambition. For the past three years he has held a part-time post at Vlerick Leuven Gent Management School, but since his promotion to full-time Assistant Professor at the beginning of the academic year he is even keener to put his ideas into prac-

tice. As a researcher, Miguel Meuleman specialised in private equity and venture capital. "I did my doctoral research on private equity and worked part-time at the Centre for Management Buyout Research at the University of Nottingham for the past couple of years. The research programmes I started there will continue at the School, but now I chiefly want to concentrate on teaching. I was already giving classes on business start-ups, but this year my colleague Jan Lepoutre and I will also share responsibility for the entrepreneur-

PRO-FILE

- **Education:** Masters degree in Applied Economics (Ghent University); PhD in Economics (Ghent University)
- **Fields of expertise:** private equity, venture capital, entrepreneurship
- **Previous positions:** Researcher, Centre for Management Buyout Research, University of Nottingham (UK)

ship course for our Masters students." In the long term Miguel Meuleman would also like to launch a number of new initiatives to draw more attention to the entrepreneurship centre, both in Belgium and elsewhere.

ACCOUNTING & FINANCE

Wouter De Maeseire
[Assistant Professor since 1 October 2009]

After various appointments as visiting professor, Wouter De Maeseire took up a full-time post in October as assistant professor of Corporate Finance in the Accounting & Finance competence centre.

"The School is an endless source of fascination to me and this is where my heart and soul lie. Now I can commit myself 100% and contribute to giving direction to the expansion of our competence centre and the School, help devise policy, launch my own initiatives, attract new projects and people, and so on. For example, I have great expectations of my task as programme director of the Masters in General Management at the

"Ready to take up this new challenge"



Ghent campus. My job will mainly involve teaching and supervising projects. On the research front, I'll carry on working on my current projects. The subjects cover a wide range: from mergers and acquisitions, to financing problems of small businesses, to capital structure and company valuation. I'm really looking forward to the exceptionally varied job responsibilities that await me, and I'm 100% ready to take up this new challenge."

PRO-FILE

- **Education:** Masters degree in Applied Economics, Ghent University (1999) - PhD in Economics, Erasmus University Rotterdam (2005)
- **Fields of expertise:** corporate finance (initial public offerings, valuation – real options, private equity/venture capital, etc.)
- **Previous positions:**
 - part-time researcher, Accounting & Finance competence centre, Vlerick Leuven Gent Management School (1999-2001)
 - part-time assistant in the Corporate Finance Department, Ghent University (1999-2001)
 - PhD scholarship from the Flemish Fund for Scientific Research (FWO-Vlaanderen) (2001-2005)
 - assistant professor in the Finance Department, Erasmus School of Economics, Erasmus University Rotterdam (2005-2009)




Vlerick excellent in sustainable company mobility

A federal government survey of Belgian companies called "Home-to-work commute 2008" shows that Vlerick Leuven Gent Management School is performing very well in the area of environment-friendly transport to and from the workplace. This endeavour for sustainable commuting is entirely in keeping with the School's strong policy on Corporate Social Responsibility.

Over half of the School's employees in both Gent (52.2%) and Leuven (54.8%) leave the car at home and use alternative transport for the

home-to-work commute. In particular, the use of buses and trams has nearly doubled since 2005. But the bicycle has moved up to alternative No. 1 – a result that has no doubt been facilitated by the School's "Vlerick by Bike" initiative. Launched a year ago, the initiative enables employees to borrow a bike from the School for their commute between home and work. In Gent, 18.7% of employees commute by bike; in Leuven, no less than 32.3%! A small minority (just over 3%) travel by foot. All in all, an admirable result!

 • www.vlerick.com/reflect
• www.mobiliteit.fgov.be

IN-COMPANY STUDENT PROJECTS

Strategic challenges embraced


Students doing a full-time MBA or a Master's in General, Financial or Marketing Management must all complete an in-company project before graduation. In specific terms, this means that groups of 3 students work together for 8 weeks in May and June conducting research in a field of particular relevance to a company. Each team is supervised by a Vlerick professor and research assistant. Upon completion of the project, a full report is produced detailing methodology, analysis and solutions that can be implemented immediately. The deadline for submitting your company's next strategic challenge is 31 January 2010.

” Valuable in many ways!”

“Having Vlerick students work with us on their final project turned out surprisingly positively. At first we were slightly hesitant because of the time and effort we thought we would have to put into coaching the students. But because of a sudden shortage of staff in our team, we decided it was worth a try and sent in a proposal. The result was without a doubt very valuable in many ways! The students managed to work their way into what we considered a very difficult subject without too much guidance from our staff. And with remarkable drive and perseverance, they succeeded in contacting almost every European player in the market.

The result was an excellent report, which was immediately implemented by our commercial staff. This is definitely an experience worth repeating.”

[Jan Vliegen, Senior Vice President Umicore]

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www.vlerick.be/projects

Fee
€9,300 for 3 students (excl. VAT)
50% subsidy by the Flemish government for SMEs through the 'KMO-portefeuille'
www.kmo-portefeuille.be

Vlerick MBA ranked **10**th globally

Vlerick Leuven Gent Management School has been ranked 10th in the world in the latest tables for full-time MBAs produced by the prestigious Economist. The School's move up 4 places from last year's position is consistent with the progress the School has shown since 2006.


The School has also improved its ranking in the European full-time MBA table, going from number 6 in 2008 to 4th position this year, just behind Spain's IESE, IMD in Switzerland and London Business School. This sustained progress clearly shows a long-term commitment on the part of Vlerick Leuven Gent Management School to offer one of the world's finest MBA programmes.

"This result is a tribute to the advantages of an extremely personal yet highly diverse programme with excellent teaching, student liaison and careers services," says Peter Rafferty, Vlerick's International Development Director. "We have a very competitive ROI due in part to our comparatively low tuition costs. As a result we have had twice as many applications for the full time MBA this year and so a doubling of this year's intake. We are confident that this will fuel even greater success in the coming years."

Beyond Grey Pinstripes

On its first appearance in the Aspen Institute's Beyond Grey Pinstripes ranking, Vlerick Leuven Gent Management School enters the top 100 list in 70th position. This global ranking for business schools evaluates the CSR credentials of MBA programmes. Vlerick is the only Belgian business school to achieve this recognition.

Dean Philippe Haspeslagh comments: "For the first time the School has made it into the Aspen Institute's Beyond Grey Pinstripes ranking, which has become the authoritative ranking of MBA programmes that incorporate social and environmental issues into curricula and research. The listing rates student opportunity and exposure, as well as course content and faculty research in the area of social and environmental responsibility. On its debut participation in the survey, the Vlerick MBA was ranked number 70 in the world. In view of the introduction of the 'Vlerick Giving Something Back' module this year, we hope to do even better in future."



www.economist.com/business-education
www.beyondgreypinstripes.org
www.aspenbe.org

Calling female entrepreneurs!

If you are a female entrepreneur with your own financially sound company; if you've been running your company for at least five years; and if you welcome the challenge of Corporate Social Responsibility, then why not apply for this year's 11th Womed Award?

The Womed Award (WOMen in Enterprise and Development) recognises the dynamism, vision and commitment of a self-employed entrepreneurial woman that has driven her company to prosperity. It is an initiative of mabizz, the markant and UNIZO entrepreneurs' network for women, and partners Vlerick Leuven Gent Management School, KBC and Trends.

Visit the mabizz website for the rules and registration form.


www.vlerick.com/reflect
www.mabizz.be



MBA-FSI at BiMBA in Beijing




From 13 to 25 September, the MBA in Financial Services and Insurance (MBA-FSI) organised the fourth module of its current edition (2008-2010) in Beijing, in cooperation with BiMBA at Peking University. In addition to the core topics of corporate finance and financial risk management, the MBA-FSI participants also received an introduction to cross-cultural management and doing business in China. During the two week module, the group also visited Chinese banks and insurance companies, and attended a networking event with the Chinese Vlerick MBA students at BiMBA.

As it was the first visit to China for many of the MBA-FSI participants, they were particularly pleased with this module and their first impressions of China. "The beautiful campus," says participant Taco Mennega (Rabobank Amsterdam), "was a source of peace and rest, where Kalun Tse introduced us to corporate finance in a very engaging and dynamic way. And the enthusiastic introductory session to intercultural management by Bruce Stening and the financial risk management session with André Thiabeault were challenging but

strongly appreciated. What's more, the company visits provided invaluable insights behind the scenes of some of the Chinese banks."

New website

MBA-FSI is celebrating its 10th anniversary with a completely revamped website. Jonathan De Grande, MBA-FSI programme coordinator comments: "In addition to the striking photo shows and testimonials by alumni and current participants, visitors also get the chance to share parts of the website on platforms like LinkedIn and Facebook, which gives the MBA-FSI an even bigger exposure worldwide."

 Jonathan De Grande
tel. + 32 9 210 97 44
jonathan.degrande@vlerick.be

 www.mba-fsi.com

Vlerick embraces e-marketing

E-marketing is proliferating. “But you won’t get anywhere without content and empathy with your clients,” as Web Content Manager Leslie Cottenjé knows from experience.

Leslie Cottenjé ticks off the advantages of e-marketing: “Online marketing costs much less than traditional marketing through brochures and flyers, the social networks offer you a much broader reach and you can target

your message much more specifically. Certainly if you want to think and act internationally, the Internet is an essential ingredient for a successful marketing policy.”

The rewards do not come easily, though. Online marketing is a time-consuming business, requiring thorough preparation and close follow-up. One of the secrets to success is having a good story to tell. “A message without relevant content is a waste of time,” says Leslie Cottenjé. Vlerick Leuven Gent Management School therefore recently launched a Facebook page called Vlerick Knowledge, which is very much content-based, featuring research news and research findings.

In addition, the School has a LinkedIn group and a Facebook network. But e-marketing is much more than this. Leslie Cottenjé: “We have our own groups with videos and notes, but we also get involved in the social media of our target groups; this helps us to feel more in touch with them and to find out

what they’re doing.” It seems the maxim of having optimum empathy with the client is just as valid in the virtual marketing world.

Three critical factors for e-marketing success:

1. **Technical expertise:** you need someone who knows a bit about e-tools
2. **Corporate culture:** the entire organisation must be behind the whole e-idea and take an active part in it
3. **Content:** you have to have something to say.

🔍 Leslie Cottenjé
tel.: + 32 9 210 97 20
leslie.cottenje@vlerick.be

🏠 Read the full article at
www.vlerick.com/reflect

Record number of new students

Vlerick Leuven Gent Management School has started the new academic year with a record number of students. Exactly half of the 506 newly registered students have signed up for a Master’s programme, while the other 253 are pursuing an MBA.

Of the **Masters programmes**, the Master’s in General Management is especially popu-

lar, accounting for 156 students (compared to 117 in the previous academic year). The Master’s in Marketing has 43 students, while 54 students are studying Financial Management. The notable rise in **MBA programme** participants (253 compared to 219 last year), is primarily due to a doubling in the number of full-time programme registrations, from 44 to 89 students. Similarly, the

School’s international reputation and status are also on the rise. This year’s full-time MBA programme includes no less than 37 different nationalities, and the Master’s programmes comprises 35 different nationalities, three times as many as last year.

🏠 www.vlerick.com/reflect

TALENT COACHING 2009

Match your talents with your ambition



Thursday evening, 22 October, centre of Brussels in the De Warande business club: around a hundred professionals gather at 5.30 for the annual Talent Coaching event, organised by Vlerick IMBA Alumni. The topic chosen for this fourth (!) edition was "Match your talents with your ambition". How do you use your talents to the full and how do match them with your ambition?

The Vlerick IMBA Alumni section focuses on three core areas: Leadership, Entrepreneurship and Talent Management. The Talent Coaching event slots into the last category and aims to give IMBA alumni an opportunity to meet top Belgian entrepreneurs and managers and to learn from these experienced business leaders, specifically how they have achieved success in their career.

Talent Coaching 2009 was organised by IMBA Alumni President Chris Van der Auwera together with Peter De Groof, Peter Poelman, Ellen Berteloot, Philippe Debruyne and Leo Exter.

BOOK THE DATE

International Alumni Comeback Days 2010

From 1 September until 5 September 2010, the International Alumni Comeback Days will take place in Belgium. This event will be a unique comeback event for all international alumni during which they will have the opportunity to take a two-day course to refresh and update their management skills. There will also be plenty of formal and informal networking time to meet classmates, alumni and new MBA students.

Be sure to book this date in your 2010 travel agenda and pass on this information to your fellow alumni!

Alumni network important asset for Vlerick according to The Economist

In the latest full-time MBA ranking of The Economist, Vlerick Leuven Gent Management School is listed 10th in the world. This is an improvement on last year's 14th place and confirms the School's steady progress up the rankings

since 2006. One of the criteria on which the School scores extremely well is "**potential to network**", referring to the opportunity for students and graduates to make use of an extensive and well-structured network of alumni.

Vlerick alumni abroad

In the **Netherlands** (cf. photograph below) and in Switzerland our local chapters organised a number of highly successful events. Alumnus Peter Herbiest (IMBAG 2005) organised a "diamond dinner" for his colleague alumni in the Netherlands on 30 September while, in **Switzerland**, Alexandre Grutman, Jean-Patrick Holvoet and Wouter Silverans organised a weekend (2-4 October) in the vicinity of Geneva, during which a whole range of places of interest were visited. And last but not least, Robert Matthé (TOP 1983) invited his colleagues to an exhibition of Flemish artists in Vila Nova de Gaia, **Portugal**.





Alumnus Peter Leyman to head Flanders' Chamber of Commerce and Industry - VOKA

The VOKA Board of Directors has appointed alumnus Peter Leyman (SLFM 1986) and Jo Libeer to the positions of Managing Director and Chief Executive Officer, respectively. The new duo will replace Philippe Muylers, who became a Minister of the Flemish government in July. As is commonly known, the Chairman of VOKA is alumnus Luc De Bruyckere (PUB 1971).

New American Ambassador to address Winter Reunion

The Winter Reunion will be held at ICC Ghent (BE) on Monday, 14 December at 7.30 p.m. One thousand alumni are expected to attend this Winter Reunion which will be addressed by His Excellency Howard Gutman, the new American Ambassador to Belgium, who will speak about the role of the US in the new world order that lies at the origins of the present crisis and its influence on Europe and the European Institutions.

 www.vlerickalumni.com

Thomas Baert, Honorary Citizen of Jiaxing (China)

Alumnus Entrepreneur, Thomas Baert (PUB 1993), President of Chinafloors, was made an honorary citizen of the city of Jiaxing on 28 September. Eight people, most of whom foreign investors, were bestowed this honour at a ceremony hosted at the Parkyard Hotel, in the presence of the city's Mayor, Mr. Li Weining. For Mr. Baert, this honorary

citizenship is the acme of all his efforts at the helm of Chinafloors in Jiaxing. Under his leadership, Chinafloors grew into a modern, competitive company at an impressive pace, not dissimilar to its host city's own amazing evolution over the past number of decades. Chinafloors currently employs some fifteen-hundred people and

manufactures high-quality parquet and laminate flooring.

Source:
Belgian Newsletter of the Consulate General of Belgium in Shanghai

 www.chinafloors.com
www.lamett.com

At first hand

Interested in more alumni news?

Join Vlerick Alumni and receive the members' magazine Vlerick connect or Vlerick connect.int together with Vlerick reflect.

More info at:
www.vlerickalumni.com



➤ **ACCOUNTING & FINANCE**

E Executive Master Class in Controllership
Starts on 17 March 2010
+ 32 9 210 97 09
frederik.boterdaele@vlerick.be

➤ **GENERAL MANAGEMENT**

D Become a grandmaster in management
2 December 2009 (Leuven)
+ 32 9 210 97 52
kim.beeckmans@vlerick.be

D Become a grandmaster in management
10 December 2009 (Ghent)
+ 32 9 210 97 52
kim.beeckmans@vlerick.be

D Middle Management Programme
Starts on 13 January 2010
+ 32 9 210 97 55
karen.debaets@vlerick.be

➤ **HUMAN RESOURCE MANAGEMENT**

E Reinventing Executive Remuneration
9 December 2010 (1/2 day)
+ 32 9 210 97 97
lien.vandenkerckhove@vlerick.be

D Compensation & Benefits Management
Starts on 10 February 2010
+ 32 9 210 97 97
lien.vandenkerckhove@vlerick.be

➤ **MARKETING & SALES**

D Strategic Business-to-Business Marketing
Starts on 3 December 2009
+ 32 9 210 98 61
katrien.schelstraete@vlerick.be

E Executive Master Class in Business-to-Business Marketing & Sales
Starts on 10 March 2010
+ 32 9 210 98 61
katrien.schelstraete@vlerick.be

➤ **OPERATIONS & TECHNOLOGY MANAGEMENT**

E Enterprise Programme Management
Starts on 9 December 2009
+ 32 9 210 98 22
gaetane.beernaert@vlerick.be

D Purchasing Management
Starts on 9 December 2009
+ 32 9 210 92 34
tessa.devreese@vlerick.be

E Management & ICT Forum
Starts end of February 2010
+ 32 9 210 98 22
gaetane.beernaert@vlerick.be

E Supply Chain Forum
Starts in January 2010
+ 32 9 210 92 34
tessa.devreese@vlerick.be

E Executive Master Class in Business Process Management
Starts on 3 March 2010
+ 32 9 210 98 22
gaetane.beernaert@vlerick.be

➤ **INNOVATION & ENTREPRENEURSHIP**

D SME Challenge
Starts on 8 February 2010
+ 32 9 210 98 23
trees.debock@vlerick.be

Programmes subject to change. Please check our website for updates.

D Programme in Dutch

E Programme in English

For more information about the programmes www.vlerick.com

Nothing as Practical as a good Theory Join the Vlerick research cafés!



Vlerick Leuven Gent
Management School

The research café is an **interactive evening session** focused on presenting research results and linking the research fundamentally to either a **business case or a practical experience within a company**. All cafés will be held by Vlerick faculty members. The research café combines applied management research with real-life business cases. The informal drink afterwards allows **networking** with other participants and our faculty and staff members. We welcome all interested managers and entrepreneurs who want to **support their great business ideas with our research**.

4 upcoming sessions from 7.00 pm - 9.00 pm

1 December 2009	Building stronger buyer-supplier partnerships	Prof Dr Ann Vereecke, Evelyne Vanpoucke
12 January 2010	A view in the employees' black box: measuring and managing reward satisfaction	Xavier Baeten, Sari De Baere
16 March 2010	Generation Y: How to engage the next generation?	Prof Dr Ans De Vos, Annelies Meganck
11 May 2010	Risk Management as essential part of global management: Building strong & flexible risk management practices in an economic revival period	Dr Marie-Gemma Dequae

More info and registration: www.vlerickresearchcafe.com

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