



**IAA and National
Committee
Information**

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Mirjam Staub Bisang
Managing Partner, Independent Capital Management

The President's message

This has been a very solid year for our Association with more than 40 events organized throughout Switzerland by our regional groups and industry clubs as of mid-September. We expect this to continue apace until the end of the year and to see even more activity in 2013.



This has also been a year of changes in our alumni organization, with a new president, Lela Ojeh, appointed for Geneva. She replaces Bernhard Escher who remains on our committee with responsibility for the Non-Executive Director initiative [see below].

Matthias Frieden comes on board on January 1st, 2013 as our new Treasurer, replacing Alain Perret. Lastly, Dorothee Deuring joins our committee as the IAF representative, replacing Mirjam Staub-Bisang who has moved up to the board of INSEAD. We would like to thank Alain, Bernhard and Mirjam for the fantastic dedication and service they have demonstrated to our Association over the last few years.

As we consider new initiatives and programs we would like to embark on, it is always useful to look at some hard numbers, most of which may not appear surprising. Females account for 2% of the over 65 years of age segment of our alumni population, but account for 27% of those under 35. The number of members that call the Zurich area home now represents 46% of the total compared to 38% in the Geneva area. The bulk of our membership penetration is in the 35 to 60 year age bracket, but declines once the alumnus reaches the mid-50s. (All this data thanks to an analysis by Leila Ojeh).

This points us in a few new directions, with the overriding objective of providing learning experiences and networking opportunities, all peppered with fun. To address the older and more senior members and graduates, Bernhard Escher will be focusing next year on initiatives in association with INSEAD and networking opportunities focused specifically on potential or current Non-Executive Directors. Similarly we hope in the next year to ramp up the offering to our members across the board and to increase the number of events we offer in Zürich. There is also an obvious opportunity to create a networking and learning platform for younger female executives.

Your national alumni committee and regional groups will be hard at work to ensure your membership is an increasingly enriching experience. Our best wishes for a successful conclusion to 2012 and we hope to see as many of you as possible at our forthcoming events.

Richard Bissonnet

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The INSEAD Alumni Fund - Stay integrated with INSEAD

Originally established in 1976 by INSEAD alumni, the INSEAD Alumni Fund (IAF) serves as a vital source of annual support for the school. It funds scholarships, research, facilities and other academic goals.

IAF volunteers in several countries serve as 'trustees' - tasked with communicating with their national alumni.

Earlier this year Mirjam Staub Bisang passed the baton for the Swiss IAF Trustee to Dorothee Deuring (MBA 96D). Mirjam handed over an active donor community, and she continues to serve INSEAD on their main Board of Directors.

For Dorothee, this was not an easy year to start as a Trustee. The current economic uncertainty has caused donors to think for longer before opening their wallets. Hence it has become ever more important to reach out and inform Alumni of the importance of supporting our *alma mater*.

Giving is more important than ever; no amount is too small

A lot of Alumni will probably agree that they owe INSEAD for the most memorable year of their lives, and that it feels right to stay integrated and provide financial aid to future student generations.

In relative terms INSEAD is not well endowed. The school manages endowments of approx. €142m which earned a 4.7% return in 2011. About €5.5m (4%) was contributed to the Dean's spending programmes.

INSEAD disposes of only a fraction of what Ivy League universities are able to spend on scholarships and academic research. The IAF's efforts to build the endowment therefore remain vital to maintain our place as The Business School for the World.

The school's funding disadvantage is mainly attributable to the relatively small INSEAD alumni base, which is

fragmented over many countries. Not all nations provide tax breaks for supporting academic institutions – Switzerland does which helps make the Swiss Alumni a prime sponsor.

While Swiss Alumni have made a generous contribution, we lag the Dutch, Canadians and British on a per capita basis. Dorothee's ambition is to change this!

Why you should contribute

Giving to the school helps preserve and develop INSEAD's reputation as a top academic institution for future leaders.

Most of the contributed income from endowed funds as well as current donations from companies and alumni are used for scholarships. Both MBA and PHD programs compete for the best students worldwide, so the most prestigious schools use scholarships to attract high achievers irrespective of their financial background.

INSEAD's goal, beyond national diversity, is to preserve gender balance, and to attract a variety of educational, professional and socio-economic backgrounds.

At present INSEAD allocates \$3m per academic year to support MBA and PHD awards to high quality candidates. About 5% is in the form of pure 'merit-awards' with the bulk of allocations going to 'need-based' or 'merit with need-based' awards.

The Dean awards Salamanders in recognition of cumulative donations.

Platinum Salamander	€200,000
Gold Salamander	€100,000
Silver Salamander	€ 50,000
Bronze Salamander	€ 15,000

From 2012 there are also Donor Pins for smaller contributions.

Black Pin - for all Salamanders

Blue Pin	€ 7,500
Green Pin	€ 1,000

So far the Dean has awarded 50 Platinum, 71 Gold, and 152 Silver, and 419 Bronze Salamanders, and 696 Black Pins, 139 Blue Pins and 2,081 Green Pins.

The Amphi A Seat Sale

Annual campaigns, class reunion gifts and special programs such as the INSEAD Seat Sale are ways to contribute to the development of INSEAD.

As a student you probably spent time in the flagship Amphi A on the Fontainebleau campus.

The Seat Sale initiative was designed to improve INSEAD facilities while ensuring scholarship support for diverse and qualified participants in future promotions.

INSEAD needs the Alumni's help to renovate Amphi A - to make it more current and more accessible. The goal is to sell 300 seats.

A gift of €5,000 'buys' a seat and will not only help INSEAD make Amphi A more physically accessible and state-of-the-art, 50% of this donation will go to scholarship support for qualified students in financial need.

Companies can also contribute with a gift of €10,000, which will provide the company with years of recognition.

The chosen seat will carry a plaque with name and promotion of the donor (or that of the corporate donor or someone to be honoured). The donor will retain the seat until the next renovation exercise - in a minimum of ten years, possibly fifteen. A first right of refusal is granted to renew the donor's support for the named seat.

To participate, follow the link 'Giving to INSEAD' and then 'The Amphi A Seat Sale' on the INSEAD Alumni webpage.

Dorothee Deuring (MBA 96D)
IAF Trustee Switzerland
dorothee.deuring@alumni.insead.edu

Events Update

Zürich

The agenda planned for the rest of the year is as follows:

11 November 2012

*Speaker Dinner featuring **Urs Rohner**, chairman of Credit Suisse (joint event with Harvard, IMD and Berne-Rochester)*

16 December 2012

Random Christmas Party with Kids (Sunday event)

Date to be confirmed

After work drinks including celebrating the victorious dragon boat team

Basel

Monthly Evening Drinks

take place on the 2nd Saturday of each month



Reunion Weekends

Europe Campus

12 - 14 October 2012

Reunions for MBA classes '62, '66, '72, '77, '82, '87 J&D, '92 J&D and '97 J&D.

Geneva / Lausanne

September 27th

After Work Drinks in Lausanne

October 6th

2012 edition of Random Dinners (register early!)

October 10th

Christopher Wolff, WHO: Lessons from the field in the fight against polio

December 1st (tbc)

Get your black tie/dress ready for the Business School Ball

And finally, on December 14th, share a glass of champagne at our Christmas Lunch

IN-NED: INSEAD Non-Executive Directors

We have pleasure in announcing the launch of a new Swiss-wide initiative exclusively for INSEAD alumni. The IN-NED program aims to provide additional training and resources for current Non-Executive Directors (NEDs) or those interested in taking up such a role.

Tailor-made modules will be offered in Switzerland by local providers on topics such as law, audit, HR and corporate crisis management. The programme also aims to address the increasing liability risks facing NEDs.

A final 3-day module on leadership takes place at the INSEAD campus in Fontainebleau. This event will also be attended by IN-NED participants from Germany and the Netherlands and will therefore offer additional networking opportunities.

The program is scheduled for H1 2013 at a price of CHF 6,000 (TBC). Contact Bernhard Escher (bernhard.escher@juliusbauer.com) or Alberto Salvador (Alberto.SalvadorDeLaHoz@nestle.com).

Campus News

INSEAD's new Executive Education Portfolio is now available, with details of the 45+ Open Programmes for the academic year 2012/13. INSEAD has one of the most comprehensive portfolios in the world, which is continuously evolving to reflect the shifting international business environment.

Basel Group Activities

Given the importance of INSEAD Alumni in the pharmaceutical sector, the Basel group is a vital part of the Swiss Association.

the Basel INSEAD chapter is still understandably in the 'building' phase — seeking to re-connect the surprisingly large INSEAD community in the region.

Please spread the word – if you have friends or colleagues who are alumni and aren't yet aware of the Basel chapter, do let us know. We'd love to get them back in the loop.

The previous report commented on the 'eternal revolving door' of

ex-pat living, and the likelihood that some members of the existing committee would move during the course of this year.

Ewan Lamont, who was until recently co-President, is himself about to transit the revolving door — destination Brazil. We wish him much success in the next stage of his career.

In the interim, Ewan's roles and responsibilities will be performed by Marc Galin, one of the long-time stalwarts of the Basle Committee.

As always we extend a warm invite to all alumni in the area, even itinerant ones, regardless of how long you are staying.

Those planning to spending a little longer in our beautiful city may wish to join the committee or get involved with coordinating the odd event.

We always welcome good ideas for events and/or interesting speakers.

Basel Committee

Ewan Lamont (President)

Marc Galin

Monika Daef

Mihai Teognoste

Zurich Group Activities

Before the summer break, the Zurich chapter organized a variety of events.

Those who attended enjoyed the relaxed atmosphere and the quality of the speeches, the rest clearly missed something...

The highlights include:

Thanks to the initiative of Domenic von Planta, we re-launched the famous INSEAD tradition of random dinners in April.

It was a great success. One participant wrote: *"Excellent evening and much appreciated by all. There appears to be demand for more family-friendly events."*

We take this seriously and are planning more random dinners, in particular a random Christmas party with kids later this year (see upcoming events).

In May, our co-alumnus Christian Mathesius (Hilti) organized a high calibre speaker conference regarding customer data mining. It was a sophisticated event with many great insights.

The Zurich committee highly welcomes such initiatives from alumni; we are always grateful for new ideas and are happy to help organizing the details such as location and invitations.

In June, Roland Berger's Swiss managing partner Beatrix Morath challenged our global view by presenting us with new realities from South East Asia - both the opportunities and risks for global investors. This vibrant region is often forgotten beside the two giants China and India. We will certainly hear more about these regions in the future.

The traditional annual Dragon Boat Race started with a huge success: An INSEAD victory!

Zurich Committee

Alexander Wyss (MBA01) President

Matthias Frieden (MBA05) Treasurer

Dorothee Deuring (MBA96)

Rajiv Shetty (MBA06)

Domenic von Planta (MBA09)

Our congratulations go to the brave team of paddlers:



Florentine Hilty-Vancura (Partner)

Lyke Matser 10D

Suzanne Rapetti-Hunziker TIEM-BA10J

Shay Bukshpan 11D

Laurent Grandidier 04J

Laurent Issner 06D

Chandra Leo 02D

Michael Levi 01D

Amit Meiselles 10D

Sascha Nick 90J

Rajiv Shetty 06D

Mauricio Tejada 06J

Geneva Area Activities

A rich 2012 programme was proposed to our Alumni in Suisse Romande, with regular lunches and after work drinks events.

In April, **Olivier de Richoufftz**, Executive Director Family Business Network, talked about the competitive advantage of the family business model in turbulent times.

In May, **Arnaud Grobet**, founder & CEO of Label.ch / e-Makina.com shared his insights on how to benefit from the Social Media revolution.

In June, **Laurent Massuyeau** (MBA'95D) inspired us with his successful Management Buy In experience (Sepropharm, 2010).

In June we also met for the Business School Drinks at "La Potinière", enjoyed a tasty and family-friendly "Strawberry Brunch" and organized the Golf Tournament at the "Maison Blanche".

The **Golf Tournament** at the "Maison Blanche", was won by IMD this year.

In August, the **Geneva AGM** at the "Parc des Eaux-Vives", elected the new President, **Leila Ojeh (MBA01'D)**, and Vice President, **(Rumiana Dorlas MBA02'J)**.

We also had a nice (rainy!) **Picnic and Concert** at "Parc La Grange"

In September, we invited **Amine Tazi-Riffi (MBA'95D)**, Director McKinsey & company for a talk on African economies' potential.

We also held a **networking event** in "Parc des Bastions" to welcome INSEAD students during their "*Investment Management Trek*".

There were several changes to the committee. We thank **Bernhard Escher** and **Alberto de la Hoz** for their great contribution as President and Vice-President for 2011-2012. Bernhard who had to move to Zurich unexpectedly remains active in the Swiss NAA.

We also thank **Philippe Mauron**, ex-president, for his continuous commitment and for ensuring a smooth committee transition this year.

We welcome new committee members **Andrea Bastregghi, Irénée Dupré-Latour, Jonas Larsson and Kelly Richdale** and look forward to their fresh energy.

We appreciate the dedicated contributions of **Sonja Fabian, Yves Haldemann, Ramon Portas, Oengus Ramsay, Sebastien Simon, Helen Vasilevski** (The Verbier Ski Week-end) and **Hermann zu Dohna** (The Golf Tournament).

Geneva Committee

Leila Ojeh (President)

Rumiana Dorlas (MBA02J): Vice-President

Oengus Ramsay (MBA95D): Treasurer

"Smart Team":

Irénée Dupré-Latour (MBA09'D),

Jonas Larsson (MBA89'D)

Philippe Mauron (MBA95'J)

Sébastien Simon (MBA88'D)

"Dream Team":

Andrea Bastregghi (CIM95'J)

Sonja Fabian (MBA'07J)

Yves Haldemann (MBA95'D)

Ramon Portas (MBA03J)

Kelly Richdale (MBA00'J)

INSEAD Private Equity Network (iPEN)

"**Early Stage Investing in Switzerland - how are we doing?**" In March, iPEN held a Panel Discussion in The Hub Zurich to appraise the status of Swiss Early Stage Investing. This lively (sold out) event found that an increasing number of angel investors are providing start-ups with their money, expertise and networks.

Some key players from the Swiss and international early stage investing scene animated the discussion with local trends and challenges in early stage investing, what these imply for start-ups and how they affect other players in the private equity landscape. They reflected on exit scenarios and debated what it takes to be a successful angel investor in Switzerland.

Matthias Frieden moderated a panel of luminaries: **Brigitte Baumann**, Founder & CEO Go Beyond Ltd. and President of the Board of EBAN, the European trade association for Business Angels and Seed Funds; **Bernard Vogel**, Co-Founder and Managing Partner Endeavour Vision; **Hervé Lebre**t, Manager Innograts EPFL and Author of the book "Start-Up: What we may still learn from Silicon Valley"; **Stephan Würmlin Stadler**, CEO and Co-Founder LiberoVision AG (sold to Vizrt in 2011); **Dominique Mégret**, Head of Swisscom Ventures.



Worldwide, over 2,000 INSEAD alumni are active in the healthcare industry and related sectors. In Switzerland, a healthcare-focused alumni group, the **Swiss Healthcare Industry Club (cHIC)**, has existed since 2005. It has featured two events so far in 2012:

“Swissness in Healthcare: Insights from Successful Innovators”

- 15 May 2012, ETH Zürich, with Regional Partner obis/ETH Zürich
- Roundtable discussion with Dr. Andreas Gattiker, Director GZO (MBA 00J) and other experts
- Facilitated by Matthias Schneider (MBA 98D)

“Medtech Insights: Strategic Advantages from New Business Models”

- 26 June 2012, Stade de Suisse (Wankdorf), with Regional Partner Medtech Switzerland
- Keynote speech by Dr. Heiko Visarius on Medtronic followed by roundtable discussion
- Facilitated by Beatus Hofrichter (Engagement Manager, IMS Consulting Group)

The final event for 2012 is organized for the third time together with our Regional Partner BioValley LifeSciences Week, an interaction and networking platform for the tri-national region of Basel.

“How Future Pharma Company Leaders Will Shape the Healthcare Sector”

- 27 September 2012, Congress Center Basel, room “Rio” with Regional Partner BioValley
- Roundtable panel with:
 - Christopher Meyer**, Head of Strategy & Innovation, Merck Serono
 - Dr. Otto Schwarz**, COO/EVP Actelion Pharmaceuticals
 - Ludger Schwinn**, Senior Client Partner, Korn/Ferry International
 - Huw Tippett**, Head Global Commercialization, Novartis Pharma
- Facilitated by Aleksandar Ruzicic (MBA 97J)

All INSEAD attendants should register for the event BEFORE the BioValley LifeSciences Week. For on-site registration, a registration fee of CHF 60 will apply. Pre-registration is only possible [here](#).

Hold-the-dates
 26 March 2013, cHIC event in Lausanne with the EPFL
 24-25 October 2013, INSEAD Healthcare Alumni Summit in Basel

Strengthening our collaboration network further

Throughout 2012, we have continued to strengthen the INSEAD Swiss Healthcare Industry Club by expanding our collaboration network further. We have gained a new Regional Partner for the Lake Geneva area – the EPFL with their alumni organization, represented by Odile Batty (MBA81). In addition, we are also supported by three Media Partners (one global):

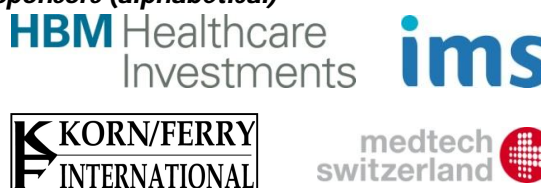
Regional Partners (alphabetical by city)



Media Partners



Sponsors (alphabetical)



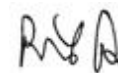
Upcoming 2012 INSEAD Healthcare Alumni Summit, October 4-5 in London

The INSEAD Healthcare Alumni Summit run for the fourth time is a unique forum for discussion and networking among thought-leaders within the healthcare industry. This year’s conference theme is “*Value versus cost in Healthcare: Can we have it both better and cheaper?*”. Please register directly on the website www.INSEADHealthAlumni.net as soon as possible since the summit is selling-out with 85% of the tickets already gone.

Get involved

Please contact us if you are interested to collaborate with your institution. One more sponsorship opportunity for CHF 5,000/year is available on a first-come-first-serve basis. Also email us should you want to join the Leadership Board to be formed going forward.

Aleksandar Ruzicic (President)
aruzicic@ch.imshealth.com



Chandra P. Leo (Vice President)
chandra.leo@hbmpartners.com



Newsmakers

Olivier Calloud (MBA'01J) was appointed CEO of Private Bank **Piguet Galland & Cie SA** in April.

Avital Eliasov (MBA'04J) was appointed Chief Executive Officer of **Quantum Global Capital Advisors** in April 2012.

As reported in the previous newsletter, **Michael Maeder** (IEP'07Mar) assumed his new role as CEO of **STC Switzerland Travel Centre AG** on 15 February.

In March, **Andrea Orcel** (MBA'90J) was appointed co-CEO of **UBS Investment Bank** alongside Carsten Kengeter.

Michel Orsinger (AMP'96Jun) was appointed to the board of **Nobel Biocare**. Michel has been the President and CEO of Synthes, Inc. since 2007.

The board of directors of **Metall Zug AG** appointed **Christoph Schüpbach** (AMP08Jul) to the Group's executive management with effect from October 1. Christoph will retain his role as CEO of subsidiary, Schleuniger Holding AG.

François Simon (MBA'80) has joined the executive board of **MainFirst Holding AG**, holding company of the an independent, privately owned bank.

Looking Eastwards

At a time when many of the business opportunities are Eastwards, you may have occasions to network with other INSEAD Alumni organisations. A few to keep in mind are:

Singapore:	1,615 alumni	growing by 15% annually since 2010; Monthly First Friday cocktails
ANZ:	900 alumni	chapters in Sydney, Melbourne, Adelaide, Brisbane and Perth
China:	700 alumni	regional chapters in Beijing and Shanghai; Entrepreneurship Club, Energy Club
Hong Kong:	697 alumni	key events; also monthly drinks & social events
Japan:	682 alumni	about 15 major events each year, Private Equity Club, Energy Club
Korea:	250 alumni	five regular big events, also casual gatherings
India:	122 alumni	prominent chapters in Mumbai, Delhi, Bangalore; PE and Healthcare
Pakistan	92 alumni	Karachi, and new Northern Chapter (Lahore, Islamabad); Annual Salamander Ball

Lions on the Move

On September 14th, we had the honour of welcoming Amine Tazi-Riffi, director at McKinsey & Company, as guest speaker.



Amine started the McKinsey & Company Maghreb office in 2004, is co-leader of the Public Sector & Social Practice for the EMEA region and is member of the African Council. He holds an MSc degree from EPFL and MIT and an MBA from INSEAD (MBA'95D).

Amine presented the findings of the McKinsey Global Institute's report on Africa - "Lions on the Move", punctuated by his unique views, having led over 120 projects in the region for a broad spectrum of customers in the public and private sectors.

Here are some of the key take-aways:

- Since 2000, Africa ranked among the Top 3 fastest growing regions in the world after Asia and the Middle East.
- This acceleration of GDP growth was widespread and all sectors contributed, not only natural resources which accounted for less than one third of the growth.
- Rising demand for commodities and shift in mentalities have brought a strong increase in foreign capital flows and new South-South partnerships, with rates of return higher than in any other developing region.
- 40% of Africans live in urban areas and urbanization is growing fast. By 2030, the continent's top 18 cities could have combined spending power of \$1.3 trillion.
- Four groups of industries—consumer-facing industries, agriculture, resources, and infrastructure—together could generate as much as \$2.6 trillion in revenue annually by 2020, or \$1 trillion more than today.
- Early entry into African economies provides opportunities to create markets, establish brands, shape industry structures and establish long-term relationships.



So yes, it is the time for Africa and time to change our views on this continent.

Most Innovative Economy

The **Global Innovation Index 2012** produced by the World Intellectual Property Organization and INSEAD ranked Switzerland as the most innovative economy.

The Index ranks 141 countries on the basis of their innovation capabilities and results. Switzerland, Sweden and Singapore took the leading positions for overall innovation performance, followed by Finland, the UK, the Netherlands, Denmark, Hong Kong, Ireland, and the USA.

The Global Innovation Index conceptual framework is built around two main elements: **Innovation Input** which is analysed through five pillars (institutions, human capital and research, infrastructure, market sophistication, and business sophistication) and **Innovation Output** which has two pillars (technology outputs, and creative outputs). Together they reflect an economy's ability to innovate and make use of their innovations.

The [report](#) advises countries to maintain their efforts to support and foster innovation as a key driver of sustainable growth, despite the lingering crisis. It also warns of an 'innovation divide' between world economies.

INSEAD Entrepreneurship Bootcamp in Zurich

Close to 30 people from more than five countries - mostly INSEAD alumni - participated in an intense 48-hour bootcamp to "learn how to take a basic business idea and turn it into a viable start-up proposal."

Even though starting a venture is all about doing it, **Paul Kewene-Hite** opened the course by sharing what he considers the most important - and hardest - when starting a new business: "Prioritize and act according to your priorities", he said. "Because otherwise it ill haunt you!".



Paul Kewene-Hite

Paul is professor for entrepreneurship at INSEAD and an entrepreneur who has turned around companies and created new ventures around the world from the US over China to Europe.

He led the INSEAD Entrepreneurship Bootcamp in Zurich in July, which was organized for the first time in Switzerland by the Swiss Alumni Association.

"The bootcamp was a great reminder of what can be achieved in a short time", one participant commented.

"You need a flyable structure before you can fly!"

"Very intense, but well worth it" and "fantastic participants - all very experienced", were other comments. [More photos [here](#)]

The flyer did not promise too much - indeed, it was so intense that there was no time to watch the 2012 European Football Championship Final between Spain and Italy on the first evening, Sunday, July 1.

Two days later, 7 teams pitched their ideas - ranging from the innovative lunch service for professionals to the online library and marketing platform for lawyers.

The investment panel consisted of three experienced early-stage investors:

Anat Bar-Gera, INSEAD alumna, entrepreneur, investor and Chairperson 4G Africa AG; **Daniel Gutenberg**, entrepreneur, investor and General Partner at VI Partners AG (Daniel was chosen "Business Angel of the Year" in 2011); **Michael Dillhyon**, investor and MD at Avadilon & Co.

Matthias Frieden



New Vibrancy in Geneva

The new Geneva Committee kick started its new mandate with a workshop designed around building an inspiring programme for 2013. They came up with a highly innovative structure for building a vibrant community that increases our engagement and brings life-long INSEAD value :

"INSEAD means for us Energy, Networking, Diversity, Excellence, Learning and Fun... Our **Smart Team** will thrive to bring great speakers and provide you with continuous learning opportunities while our **Dream Team** is cooking great plans to create fun and inspiring networking occasions."

They are eager to listen to your suggestions at insead@bluewin.ch

Past Events



**Entrepreneur
Boot Camp
Zürich**
July



**Picturesque
Basle Cruise**
June 2012



**Geneva
Chapter
AGM**



**Geneva
"Strawberry
Brunch"**



**Swiss AGM &
Spanish Wine**
September



insead@bluewin.ch

<http://iaa.insead.edu/IAA/CHE/Pages/Default.aspx>

 **INSEAD_ch**

