

INSEAD

Alumni Association
Switzerland

AN
NUAL
MAGA
ZINE
2014



Switzerland and INSEAD are closely aligned. Both foster innovation, intellectual growth, high-value creation, and a respect for multiple cultures. INSEAD Alumni bring their global perspective, experience and insightful leadership to Swiss-based organizations.

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insead@bluewin.ch

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naa.che.communication@insead.edu



The INSEAD Alumni Association Switzerland is a vibrant community dedicated to creating opportunities in networking, knowledge and fun.

The Association is proud of its achievements as a volunteer organization that relies on the support of the INSEAD community in Switzerland.

I very much hope you enjoy reading this, our first, annual Swiss alumni magazine. In it you will see a colourful picture of our vibrant alumni association in Switzerland.

Our networking events range from specialized business interest, to general business and life topics, and to social, cultural and sporting events. Our speakers and panellists have included global leaders of industry and finance, renowned INSEAD professors as well as representatives of government and non-governmental organizations.

Volunteer-driven. Behind all this is a group of volunteers in Basel, Geneva, Lugano and Zurich. Two clubs, the INSEAD Private Equity Club and the Healthcare Club, also create and manage events in close association with us.

Amongst the achievements this year that I am particularly proud of is the improvement of communications, including our website insead.ch, social media support, newspaper-quality reports on premium events, and an improved email format, designed by grayberry. Also the creation of the new Ticino Chapter led by Roberto Italia and its high profile launch

event featuring Sergio P. Ermotti of UBS, not to mention the successful rollout of IN-BOARD, a program designed to provide board level skills to Swiss alumni.

Unique. Unlike most business schools, particularly the American ones, who manage their alumni associations centrally, INSEAD is unique in having nationally managed and initiated Alumni Associations who nevertheless coordinate carefully amongst each other and with the school. As a consequence we are often considered to have the most vibrant, dynamic and active Alumni Association of any leading business school.

Your support is essential for the continued success of our Association and its ability to provide networking, learning and social value in the coming years. I invite those who are members to renew and for those who are not yet member, please join us in 2015.

Richard Bissonnet – President
INSEAD Alumni Association Switzerland

Appointed in 2013, Ilian Mihov is a distinguished economist, the first INSEAD Dean to be based in Asia, and, at 47, he is one of a new breed of younger B-School Deans.

As I reflect on this first year since I was appointed Dean of INSEAD, I am thankful for the amazing support from alumni, faculty and staff. You have all stepped forward in multiple ways offering your valuable time, advice and ideas. Through all these interactions, I can understand how the collective wisdom of the entire community has been instrumental in shaping the vision for INSEAD since its inception. I am inspired by the active involvement of our alumni and I am humbled by your passion for the school. I have the deepest appreciation for your hard work and for your support of the school.

I see this passion each time I meet an alumnus anywhere in the world and they share their stories of their time at INSEAD. It makes no difference whether they graduated a few months ago or 55 years ago, it is this same passion that drives them to engage actively with the school.

I am proud of the fact that we have over 4,000 active volunteers supporting the school in different roles that range from Board Members to interviewers and Reunion and Fund Volunteers.

Determined Participation. Let me also take this opportunity to congratulate Richard and his team for doing a great job in growing our alumni network in Switzerland. Through the myriad of activities



and events, our alumni engagement has been thriving. Well done!

As we welcome more people into our ever-growing family of alumni, students, faculty and staff from all nationalities and backgrounds, it is important to remember this common INSEAD spirit.

To quote Michel Gauthier, MBA '61 and founder of the INSEAD Alumni Fund, «One thing is certain: the institute will be what the former students make of it, and they are determined to participate actively in improving it and making a name for it.»

Building a Global Learning Community. I am also delighted that I have been able to connect with you in multiple ways, through our Global INSEAD Day 2014 and Forum events in Shanghai, San Francisco and Lisbon, engaging more than 100 volunteer organizers at 46 events, with an estimated 12,500 attendees and 187 speakers!

INSEAD has been and will be a joint project. We have high aspirations: we want to continue to be the main innovator in management education.

Thank you all for your continued engagement and support. I urge you to stay connected with the school, with each other and to your Swiss Alumni Association.

A stylized, handwritten signature in black ink, appearing to read 'Ilian Mihov'.

Ilian Mihov – Dean of INSEAD



Knowledge Innovation

Fontainebleau, France

INSEAD ranked #1 based on the number of publications in top management journals in the Dallas Top 100 World Ranking of Business School's in 2013. Four INSEAD professors are in the Thinkers Top 50. Seven were nominated for Distinguished Achievement Awards. Photo Caption: Herminia Ibarra receiving her top Thinkers 50 Award with Executive Networks sponsors: Mike Dulworth & Terry Shea.
bit.ly/14jaBfY



IN-BOARD Second Season

Zurich, Switzerland

Promoting INSEAD's principle of life-long learning, the INSEAD Board (IN-BOARD) Initiative is an executive education program exclusively for Alumni by the Belgian, Dutch, German and Swiss Alumni associations. The first Swiss module was launched in Fall 2013. It was a success and all places sold out. The programme was offered again in 2014/15 with a full class intake in November 2014.
bit.ly/1sahBTK



Asian Campus Expansion – unlocking possibilities

Singapore

A milestone in INSEAD's advancement as a global school, the Leadership Development Centre at the Asia campus will spur future growth in executive and leadership programmes. When completed in 2015, the Leadership Development Centre will reinforce the impact of the education we offer and will provide an exceptional learning environment that cultivates a global community of leaders.
bit.ly/ZBgK4l

Further information -
bit.ly/1v4bNNL

EVENTS

2014

Delivering a wealth of opportunities,
sparking conversation and connections
with Alumni and other experts
and business leaders in their fields.



Frontier markets in Africa are experiencing quick economic growth, attracting investment from other parts of the world. INSEAD Alumni and guests at a recent conference learned more about specific opportunities to grow medium-sized entrepreneurial businesses in the leading countries in Sub-Saharan Africa.

The African Mid-Market Investment event was co-hosted last September by the Zurich Chapter and the Swiss-African Business Circle. It focused on professional practices required to invest in the region's exciting growth opportunities, for privately-owned mid-sized businesses in the quick growing countries in Africa.

Two panels of experienced African investment professionals were moderated by Michael Southam, Partner, Rockcliffe Partners. About 100 attendees heard about the types of finance required, the potential returns, and the compelling investment landscape.

Risk Managed. Despite the broad perception of risks generated by media headlines, there is reason for enthusiasm, according to the

panelists who shared their experience and know-how. They spoke of the size of investments required to succeed, due diligence challenges, unique challenges in human resource development, as well as ethical considerations and tips on managing regulatory and corruption risks.

Taking stock of each country's social and political environment is essential, but equally important is "being on the ground", travelling to the country to meet partners, government officials, and local business leaders. Mezzanine financing is particularly attractive because international banks are not interested in addressing the mid-market opportunity due to the relatively higher costs. Mistakes do not have to be repeated as early investors are willing to share Do's and Don'ts.

Accumulating Experience. The consensus amongst attendees afterwards was that Africa is "one of the strategic themes of our time" for investors, financiers, entrepreneurs, corporations, NGOs and politicians. The panels featured Alumna Anat Bar-Gera, MBA '87D, (CEO YouMe Africa), Christophe Asselineau (Partner, Shearman & Sterling), Chris Clarkson (Head Africa, Standard Bank), Jean-Michel Lavoizard (General Manager, Aris Intelligence), Amber Mahood (Director of Fund Development, Fusion Investment Management), and Joe Delvaux (Head Africa Investments, Quantum Global).

September 2013

See report: *Insiders' View on Investing in the Mid-Market in Sub-Saharan Africa*
insead.ch/?p=1252

Unique and truly Swiss cultural activities are organized by local Alumni volunteers. Business events sparked discussion on topics and trends, well ahead of the mainstream business curve.



How and Why Women Mean Business

Geneva Chapter

Pepsico sponsored "Women in Business", an evening conference featuring Avivah Wittenberg Coxm, MBA '84, CEO of 20-first, organized and moderated by Leila Ojjeh, former Geneva Chapter president.

Alumni associations can play a key role in helping women develop their career and nurture their network after business school. Avivah, author of two business bestsellers and an industry consultant, draws on research that concluded that organizations should adapt to women, not the other way around. Companies still promote "hungry" ambitious people but women are less likely

to push for power, according to Avivah. That does not mean however that women are not fit to manage power. Trends such as decentralization, global presence, and less hierarchical structures, along with consumer-centricity actually suit women's leadership style and

approach better than men's. In fact, these shifts are in part driven and influenced by women in the workforce and the marketplace.

Attendees came from finance, industry, academia, government and coaching. INSEADers were joined by Alumni from other top B-Schools for a total of 100 attendees. After the presentation, Albert Van Daalen (HBS '53) said that he had written a paper under Professor Doriot, the founder of INSEAD, entitled: The Changing Role of Women in Business, illustrating that Avivah is writing from a long-standing INSEAD tradition.

June 2013

See report:

How and Why Women Mean Business
insead.ch/?p=375



LPs Going Direct: Beyond Co-Investing

IPEC and Zurich Chapter

The latest trend amongst institutional investors is to bypass private equity funds and invest directly into businesses to capture above average returns.

An audience of forty gathered at the historic Zunfthaus zur Saffran in Zurich to hear INSEAD Professor Claudia Zeisberger and Michael Prah, who together lead the School's six year old Global Private Equity Centre in Singapore. They spoke to Alumni and guests from investment banks, limited partners (LPs), corporate finance, family offices and law firms about success factors, challenges, and best practises. They presented a case on the origin and evolution of a Canadian pension fund seen by most in the industry as a frontrunner in direct investing. Michael Prah presented data and analysis of limited partner performance.

Strategies for Institutional Investors. There are no rules that say direct investments are good or bad, but there are ways to do it right and many ways to get it wrong. LPs have several options in direct investments, such as pooling capital and working together with other LPs, sharing or

outsourcing the work. Alternatively, they can build the capability in-house, knowing that there is a need to dedicate resources and go up the learning curve, or find another solution that fits the LP's goals and capabilities.

May 2014

See report:

Claudia Zeisberger & Michael Prah on LP's Going Direct
insead.ch/?p=3564



Verbier Ski Weekend 2014

Geneva Chapter

The sixteenth edition of the annual INSEAD Alumni Verbier Ski Weekend attracted 40 alums and partners to the Swiss Alps.

INSEAD Alumni are eager to ski and socialize, regardless of whether or not they come from a mountainous country. Verbier has proven to be a magnet for several years now. This year, despite a less than perfect weather forecast,

Alumni were undeterred from joining in the classic roster of activities.

Notable guest, INSEAD Board Member, Daniel Labrecque, MBA '81, joined other Alums hailing from Romandie, Paris, and London. The group event was organized by the Geneva Chapter's Yves Haldemann, MBA '95D, and Philippe Mauron, MBA '95J.

Traditions and Powder Snow. The weekend started with dinner at Al Capone, a favorite pizzeria and a Verbier weekend tradition. It was followed by a trip to Farinet, a local nightspot. On Saturday, the weather was better than expected. Advanced skiers enjoyed knee-deep powder on Mont-Gelé,

Vallon d'Arby, Col des Mines, Tortin, and Gentianes, while another group did some easier ski runs, before meeting up on sunny terraces for refreshment. Après-Ski on Saturday featured champagne with appetizers, and inspiring discussions about INSEAD's future. Afterwards, the group

went to La Grange for gourmet dinner. Some headed back to Farinet for more socializing. On Sunday, dedicated skiers rose early and headed for the slopes, while others had a more leisurely last day.

January 2014

See report:

Never change a winning formula!
insead.ch/?p=2418



Fostering Ticino Competitiveness in a Global Context

Ticino Chapter

Five distinguished speakers were invited in summer to Lugano's Villa Principe Leopoldo to discuss how Switzerland, and in particular, the Canton Ticino, can maintain the pole position in innovation and economic growth in a globally competitive environment.

The premium business event was organized by INSEAD Alumnus Roberto Italia, MBA '94J, Senior Advisor to Cinven, with free tickets for Alumni. It was sponsored by UBS, Cornèr Bank, and Bravofly Rumbo Group.

Building on an Attractive Base.

The region's basic business environment was discussed, threats to it, and ways to develop it, such as improving marketing and the ability to attract high growth entrepreneurial businesses. There was also commentary on fiscal policy, and regulatory frameworks that would support a deeper industrial sector. The speakers were Sergio P. Ermotti, Group Chief Executive Officer of UBS, Lino Terlizzi, editor of *Corriere del Ticino*, Fabio Cannavale, founder of Bravofly Rumbo Group (pictured here l to r), INSEAD's Theo Vermaelen and Stefano Rizzi

of the Ticino Department of Finance and Economy. A total of 110 participants attended, including business executives, private bankers, investors, politicians, and entrepreneurs. The resonance from the event was positive and is expected to lay the

foundation for partnerships for growth. The event struck a chord in the business community and the Ticino Chapter hopes for more such activities.

July 2014

See report:

INSEAD, Bankers, and Entrepreneurs Debate Ticino Region's Appeal
bit.ly/1BjIY5m



Tapping Asia's Emerging Middle Class

IPEC and Zurich Chapter

The challenges and rewards of going global were discussed by Swiss company executives who have spent a good part of their post-INSEAD careers expanding businesses in emerging and developed markets in Asia.

The evening conference featured a discussion panel with André

Hoffmann, MBA '90D, Non-Executive Vice President of Roche Holdings and Givaudan; Jack Clemons, MBA '94D, CEO Bata Shoe Organization, Andries Diener, MBA '05J, formerly Schindler's Head of Marketing in China and co-founder Diener Syz Real Estate and Johannes Müller, CEO of Dätwyler Cabling Solutions AG (pictured here). The event was moderated and organized by Katja Berlinger, MBA '05J.

Experience Shared. To be successful requires a long term commitment to the region, humility and patience. Speakers shared their experiences and illustrative anecdotes. Being truly local, on top of being creative about employee development and retention, are also essential.

Sustainable sourcing and consideration of social impact of the business activity were also recommended, with special attention to compliance and ethical business practises.

Transferring Lessons Learned. The opportunities lie not only in delivering technology and products to new

markets, but also learning for the future. Some countries have simply leapfrogged to advanced infrastructures.

April 2014

See report:

Tapping Asia's Emerging Middle Class
insead.ch/?p=2784



Challenging Private Equity's Role in Healthcare Innovation

Swiss Healthcare Industry Club, Zurich Chapter, IPEC

INSEADers and guests challenged a panel of healthcare investors and business leaders about private equity's continued role in healthcare at an event in April 2014.

Skepticism about PE's role in pharmaceutical and biotechnology innovation is a result of the perception that the "golden days" of the sector's predictable returns are over. Panelists said that specialized knowledge in science and management team-building and risk-management skills are essential, along with humility and endurance.

Financial Engineering Not a Strategy for Healthcare. A poll of the audience of forty-five guests at the end confirmed PE's important role in fostering innovation. The panel featured Alain Nicod, MBA '83, Managing Partner, VI Partners, Juergen Raths of Executive Insight, moderated by Arul Ramadurai, MBA '05J, CEO ExcellGene SA, Thomas Rinderknecht of Badertscher Rechtsanwälte AG, and Romain Boichat, Sr VP, Genolier Swiss Medical Network SA (pictured here l to r).

Alain Nicod swayed the exit poll by saying that although total venture capital pool in Switzerland is tiny compared to the R&D budgets of pharma giants and the risk reward may not be the best, but in light of attending a "great school, getting a good education and having some means", investing in healthcare innovation is "part of our collective responsibility".

April 2014

See report:

Challenging Private Equity's Role in Healthcare Innovation

bit.ly/1GrZwXz



Switzerland has an ability to attract talent that may be difficult to duplicate.

INSEAD's Bruno Lanvin, Geneva 2014



TAPPING ASIA'S EMERGING MIDDLE CLASS
February 17, 2014 – IPEC, cHIC, Zurich Chapter



NINTH ALUMNI DRAGON BOAT TROPHY
August 31, 2014 – Zurich Chapter



SUMMER LUNCH AND AGM
August 22, 2014 – Geneva Chapter





CHALLENGING PE'S ROLE IN HEALTHCARE
April 2, 2014 – cHIC, IPEC



SALON CONVERSATIONS
November 13, 2014 – Zurich Chapter



DIAMONDS ARE FOREVER – JOINT B-SCHOOL BALL
November 16, 2013 – Geneva Chapter



ZURICH AIRPORT CEO: AIRPORT HUB STRATEGY
November 18, 2014 – Zurich Chapter



EVENTS 2015

The Swiss INSEAD Alumni Association is developing dozens of events, featuring inspiring CEOs, talented specialists, unique venues, complementing fun social and cultural activities.



The INSEAD Art Basel Tour 2015 edition showcases modern and contemporary art from the world's leading art galleries. Join fellow Alumni in June at this popular annual event.

The INSEAD Art Basel Tour 2015 edition will feature viewing of great masters and emerging new talents from 300 leading art galleries. Special tours for Alumni and refreshments are part of the programme.

ArtBasel is one of the most popular cultural Alumni events of the year. An all-day affair, it now attracts participants from across Switzerland and gets booked up quickly.

High Level of Interest in Art The Swiss community is keen on this kind of cultural event. For example, the Geneva Chapter arranged its own artgenève event and it also sold out. Art show sponsors typically provide INSEAD Alumni with special passes, and to receive VIP treatment in their lounges at the show.

June 18, 2015

Basel Chapter

Further information –
bit.ly/1FfWseT

January 30, 2015

Geneva Chapter

Art Geneva Tour and Drinks.

The second annual visit to Art Geneva exclusive tours, cocktail party, and special passes.

Further information –
bit.ly/11OCsUc

February 5, 2015

Zurich Chapter

Visit SkyGuide. Fascinating

event at the record-setting air traffic control centre for Zurich Airport and Swiss military air base.

Further information –
bit.ly/1tpDD2b

April 24, 2015

Geneva Chapter

Fifth Swiss Golf Challenge and Dinner Evian Resort.

The annual Cross-B School golf competition organized by the Solvay Alumni Association includes spa activities provided for non-golfers.

Further information –
bit.ly/11OCsUc

August 30, 2015

Zurich Chapter

Tenth Joint Alumni Dragon Boat Trophy. INSEAD Alums are the

defending champions at this years fun rowing race amongst B-schools.

Further information –
bit.ly/1toTyOd



INSEAD INSPIRED VOLUNTEERS

As a non-profit organization serving thousands of INSEAD Alumni across the country, activities are entirely driven by the enthusiastic and creative energy of Chapter and Club event teams.

Basel Chapter President: **Marc Galin**, MBA '99J, Director Sales, JetAviation. Serving about 275 Alumni, the chapter volunteers organize 10 events per year, often liaising with other top business schools to draw a crowd. New event volunteers have joined the Basel team recently to create truly unique business and social activities for a real insider's experience in Basel. Its ArtBasel annual tour and dinners draws an Alumni crowd from across Switzerland.

Geneva Chapter President: **Ludovic Choppin**, MBA '12D, Business Development Manager, Montasell. Serving Alumni in Lausanne and Geneva with more than 20 events a year, the chapter is organized into two teams, Smart and Dream teams. Executives from Novartis, Red Cross, and Tetra Pak, plus INSEAD Professors Capron and Lanvin were on hand for business events, while social activity covered after-work drinks in unique venues, BBQs, hiking, golfing, and outdoor lunches in summer.

INSEAD Private Equity Club (IPEC) President: **André Aubert**, MBA '00J, Partner, LGT Capital Partners. The club represents Private Equity initiatives by and for INSEADers globally. It serves a 250 member community of INSEAD Alumni and professionals interested in PE. More than a dozen events have been organized in Zurich and Geneva since launching in 2009 on topics such as Art Finance, Healthcare Investment, Alternative Asset regulation, and Asian Investment.

Swiss Healthcare Industry Club (cHIC) President: **Aleks Ruzicic**, MBA '07J, Partner, Executive Insight. cHIC expanded its committee in 2014 and hosted several events (e.g investment in Life Science and Healthcare ventures, emerging business models in Healthcare, and neuroscience) all with distinguished speakers and specialists. A new lifelong learning event series is planned in 2015. cHIC collaborates with institutions such as EPFL, ETH, and Biovalley.

Ticino Chapter President: **Roberto Italia**, MBA '94J, Advisor to Cinven Partners Italy. The youngest chapter serves the fifth largest Canton. It hosted a well-attended conference in July to debate economic development in Ticino, sponsored by UBS, Bravofly, Cornèr Bank, featuring Sergio P. Ermotti of UBS, with distinguished executives and leaders from the region, as well as two social evening get-togethers.

Zurich Chapter President: **Alexander Wyss**, MBA '01D, Partner, Baker & McKenzie Zurich. New volunteers joined in 2014. Zurich has two teams that organize social and business events, featuring high profile executives and business tours. It recently hosted INSEAD's Dean Mihov and Professor Claudia Zeisberger. Social activities: after-work drinks, random BBQs and for members-only Salon Conversations.

INSEAD Swiss Board. With its twelve members, including four chapter presidents and two industry club presidents (pictured left), the committee is dedicated to promotion and development of INSEAD and the Alumni community in Switzerland. In 2014 it welcomed new volunteers who are deepening the membership base in 2015.

IAA and National Committee Details

National Alumni Association

President Switzerland	Board members
Richard Bissonnet	André Aubert (8)
President Zurich	Dorothee Deuring
Alexander Wyss (2)	Bernhard Escher (6)
President Basel	Matthias Frieden (11)
Marc Galin (10)	Kira Heizer (3)
President Geneva	Andrew Hunziker (7)
Ludovic Choppin (5)	Chandra Leo (9)
President Ticino	Aleks Ruzicic (1)
Roberto Italia (4)	

Swiss National Council

President
Mirjam Staub Bisang
Members
John Atkin
Anat Bar-Gera
Rémy Best
Richard Bissonnet
Georges Burki
Eric Cornut
Veit de Maddalena
Patrick Firmenich
André Hoffmann
Andreas Jacobs
Carolina Müller-Möhl

INSEAD ENTREPRENEURIAL SPIRIT

Within a decade Fabio Cannavale created an online travel company, employing 560 in Chiasso and Madrid.



The first Swiss-based Alumnus to float his company on the Swiss Stock Exchange is Fabio Cannavale, MBA '93J, Founder, Chairman, and major stockholder of Chiasso-based Bravofly Rumbo Group. After working for several years as a McKinsey consultant, as well as at Barcelona-based eDreams, a European online travel agency, Cannavale started up a search engine company for low-cost flights in Italy.

Swiss Move and Growth. Two years later, in 2006, he moved the business to Switzerland, mainly attracted by the country's business friendliness and its lack of bureaucracy. Through INSEAD friends and business associates, Cannavale tapped several high-quality investors to finance growth, including institutional investor Ardian (formerly AXA Private Equity). Acquisitions include Spain's Rumbo in 2012 and France-based Jetcost in 2013.

It now operates several regional web-based travel brands, including Bravofly, Rumbo, Volagratis, Jetcost, Crocierissime, Viaggiare and Viajar. These are in Bravofly's core geographical market in Southern Europe.

Going Public. The company floated in April 2014 with the aim of expansion, raising CHF 260 million. The share price fell post-IPO on news of online travel competitive pressure. "The IPO was flawless, leaving no money on the table. Now is the time to buy back shares," was the advice to Bravofly from Professor Theo Vermaelen of INSEAD, speaking from the podium at an Alumni event in July in Lugano. In the meantime, Bravofly was able to acquire lastminute.com from Sabre for USD 120 million.

Further information: Bravofly's mission is to help people book their holiday in the simplest way possible.
www.bravoflyrumbogroup.com



Thomas Bucher
 CFO, Alpiq
 Thomas Bucher, IEP F/S '04O, is the new Alpiq Chief Financial Officer. He was previously the CFO of airline catering company, gategroup Holding AG.
bit.ly/11fWGFJ



Patrice Merrin
 Member of the Board, Glencore
 The Canadian Patrice Merrin, AMP '98J, is the first female board appointment by the USD 80 billion Swiss-based mining company.
bit.ly/1uab0WP



André Calantzopoulos
 CEO, Philip Morris International
 Since becoming CEO in May 2013, André Calantzopoulos, MBA '84D, is in the news for ground-breaking, alternative products with the potential to reduce tobacco risks.
bit.ly/1Ac7ovW



Andrea Orcel
 CEO, UBS Investment Banking
 Andrea Orcel, MBA '90J, is in the news with top performance, amidst a reorganization of the investment banking organization.
<http://nyti.ms/1tMPf0G>



David Hayward Evans
 Chief Global Philanthropy, UNICEF
 Recruited from UBS Wealth Management APAC, David Evans, MBA '00J, is working for the world's leading children's rights organization in Geneva.
linkd.in/1zju7m3



Joerg Reinhardt, Ph.D.
 Chairman of the Board, Novartis
 Appointed in August 2013, Joerg Reinhardt, AMP '95, succeeded Daniel Vasella. He also chairs the R&D committee.
bit.ly/1I01Q9Z

IAF FLOURISHING IN 2014

INSEAD's exceptional reputation is a result of vision, determination, top quality teaching, attracting the best students, community building and interested Alumni. You create the legacy.

INSEAD's Dean Ilian Mihov told Alumni in Zurich recently that the school needs support from its alumni to attract the best students, maintain top quality teaching, modern infrastructure and to provide full scholarships. INSEAD's exceptional reputation and success today is the result of a vision, a sense of community and financial support of generations of Alumni.



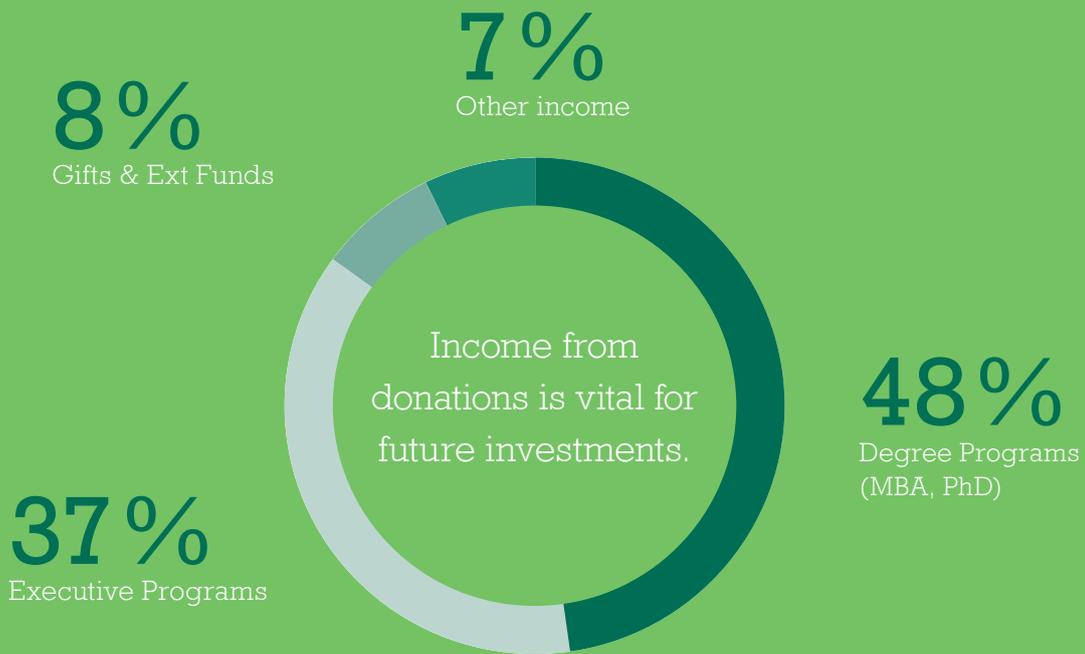
Improvements in fundraising and closer cooperation with world-wide INSEAD Alumni Associations will be driven by Global Directors whose role will be to provide tools, best practices and drive projects. It will be enhanced by several new INSEAD Alumni Fund (IAF) Trustees in emerging markets and the hiring of GrenzebachGlier, a consultancy, to draft INSEAD's competitive strategy and fundraising structure.

Create Your Own Legacy. Annual campaigns, class reunion gifts and special programs such as the INSEAD Brick Campaign, launched in 2000 to finance new buildings, are great ways to contribute to the development of INSEAD. When General Georges Doriot founded INSEAD in 1957, he created a legacy that would shape a new global business landscape. Posthumously, he enabled INSEAD to create the Doriot Library and the Doriot Fund. Similar kinds of bequests can be shrewd financial planning for Alumni. Guidance on creating bequests is provided by INSEAD upon request.

I never tire of reminding Alumni that all contributions to INSEAD are important. Every size of donation counts. We enable the Dean's mission to invest in the future of the school, and you will benefit too as the school prepares coming generations of corporate leaders to succeed.

Dorothee Deuring, MBA '96D
IAF Global Director and Trustee Switzerland
dorothee.deuring@insead.edu

Further information: BRICK Campaign at brick-campaign.insead.edu. Other donations can be made with a credit card at giving.insead.edu/gift



INSEAD Sources of Revenue by Area

Generosity, commitment and determination underpin the contributions made by the INSEAD Alumni community in Switzerland and globally.

INSEAD Fundraising Facts & Figures*



* Currency figures are rounded.

SWISS IN-BOARD PROGRAMME

The INSEAD Board Initiative (IN-BOARD) is an executive education program organized by the INSEAD International Alumni Association for those who aspire to play an effective role on boards of directors - from small & medium sized enterprises (SMEs) to listed corporations.



INSEAD Professor Erik van de Loo will introduce sixty IN-BOARD participants from the Belgian, Dutch, German and Swiss Alumni Associations and kickoff a day of leadership development, board dynamics and effectiveness coaching. Local modules on Legal, Strategy, HR and Accounting & Auditing are offered by top-level professional service firms in a series of Zürich-based workshops tailored specifically to the Swiss corporate environment.

Nov 26–30, 2014

Fontainebleau (two intake dates)

Kickoff INSEAD with Eric van de Loo

Feb 26, 2015

Zurich

Strategy

McKinsey & Company

Apr 9, 2015

Zurich

Human Resources

Egon Zehnder

May 21, 2015

Zurich

Accounting & Auditing

PricewaterhouseCoopers

Each Zurich module takes place from 2pm to 6pm and will conclude with a networking dinner.

Price: CHF 6,000. Includes fees and networking dinners; does not include travel expenses and hotel accommodation.

Limited to 60 participants, with 15 from Switzerland.

Contact: Bernhard Escher MBA '10J
(bernhard.escher@juliusbaer.com)

INSEAD GAINS A GLOBAL LEADER

Andreas Jacobs, a respected entrepreneur and member of the global business community, brings a team-leading style and proven governance ability to INSEAD and the world-wide Alumni network.

Andreas Jacobs answered three questions upon his appointment as INSEAD Chairman in November 2014.

You've been supporting INSEAD's Board for several years, often bridging different age and interest groups, and countries. Why do you do it? INSEAD changed my life. Through INSEAD, I enjoyed a rare education which proved to be a springboard for a great career. INSEAD is exciting because it is truly global, with three high quality campuses, a global faculty and global students. Where else can one observe pluralism and variety as at INSEAD? INSEAD is also a business, managed by a host of strong leaders and expert Alumni, a world-class faculty and a highly-reputable, experienced Board of Directors.

What is your vision for the School? My goal is to further align these three groups with a unique credo and culture, including outreach initiatives to attract new forces from frontier countries, companies and

students. Quality and independence are core values, as is attracting the best professors and best students, enabled by fundraising and network support, all energized by a fresh spirit venturing into new concepts in education.

What is your connection to Switzerland? My family's ventures are based in Switzerland because it is the best place for doing business, combining high



ethical values, a great skill-base, liberal market conditions, and beautiful countryside. As such, INSEAD and Switzerland are a natural fit. They are two centres of high-intellect, high value creation, with respect for multiple cultures.

Andreas Jacobs, MBA '90D, heads up the business activities of Jacobs Holding AG and is Executive Chairman of chocolate company Barry Callebaut, among other roles. Learn more here - bit.ly/lyvJgUv

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Association Benefits. Subscribers contribute to INSEAD's prominence in Switzerland, and receive personal benefits, such as deep discounts on all events in Geneva, Basel, Zurich, and Ticino. Access to INSEAD online resources, such as the Alumni directory <https://iconnect.insead.edu>, is also part of the package. Join the INSEAD Alumni Association in Switzerland to connect with old friends, share experiences, find out about new opportunities and meet like-minded, international multi-lingual colleagues where you live and work across the country.

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**Alumni Association
Switzerland**

Swiss INSEAD Alumni Association
P.O. Box 5427
1211 Geneva 11
Switzerland

www.insead.ch