

ON

ONE NETWORK MAGAZINE

Issue No. 1

ON THE MAP

Munich: Traditional,
Technological & Trendy

ON US

New BA in Family Business Management

ON PEOPLE

Profiling EU alumni in family businesses

16_ EU discusses
40 years, 25,000
alumni and one clear
future vision

48_ Family Businesses:
A Lesson in Balance



European
University
Business School





My work is to capture time: a split second of a moment, when the animal expresses emotion and my picture interprets this precious time as art.

Masa Ushioda

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ON SCHEDULE

Follow us on:





Gisele Bündchen, Model, unterstützt in Deutschland den 13-jährigen Felix Finkbeiner. Er und seine Freunde werden in jedem Land der Erde 1 Million Bäume pflanzen. Auch in Brasilien, Giseles Heimat. Helfen auch Sie mit im Kampf für Klimagerechtigkeit auf plant-for-the-planet.org



**STOP TALKING
START PLANTING**



ISSUE I, SPRING/SUMMER 2013

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**European
University**
Business School

LETTER FROM THE PRESIDENT



Dear One Network Member,

Not every business or institution can boast 40 years of success. A jubilee such as this one does not just grant us the occasion to celebrate past achievements, but also offers us an opportunity to focus on the strong future vision of what the next 40 years will bring.

As such, we have modernized our look and our logo, and I am delighted to present you with our new university magazine ON, which stands for One Network magazine. This name is a direct representation of what we have always believed; that European University is “One University, One Network”.

One of the most important things we try to impart on our students is that they, above all, must promote their brand. They must demonstrate leadership, flexibility and global thinking; and in doing so they will enjoy success in the current market.

Branding content is a very popular buzz term in the marketing world. The concept is simple: produce content which reflects who you are and what you stand for, instead of simply saying it. People respond positively to this new approach.

This is the concept on which we have based our brand new ON magazine. Each themed issue will offer you updates on EU news and events, in-depth articles and a look into various aspects of the business world. This first number focuses on family businesses, their tendencies, financial success and need for balance.

We also let you take a peek at the history and celebration of European University’s 40 years. You will be able to follow our story from our beginnings in 1973 through our fantastic anniversary weekend in Barcelona in April.

Through this first and each upcoming number, we will take on a different aspect, subject or perspective of the business world, bringing you interesting and original content that you will want to read and share with your friends and colleagues.

We hope you like it.



Dr. Dirk Craen
President



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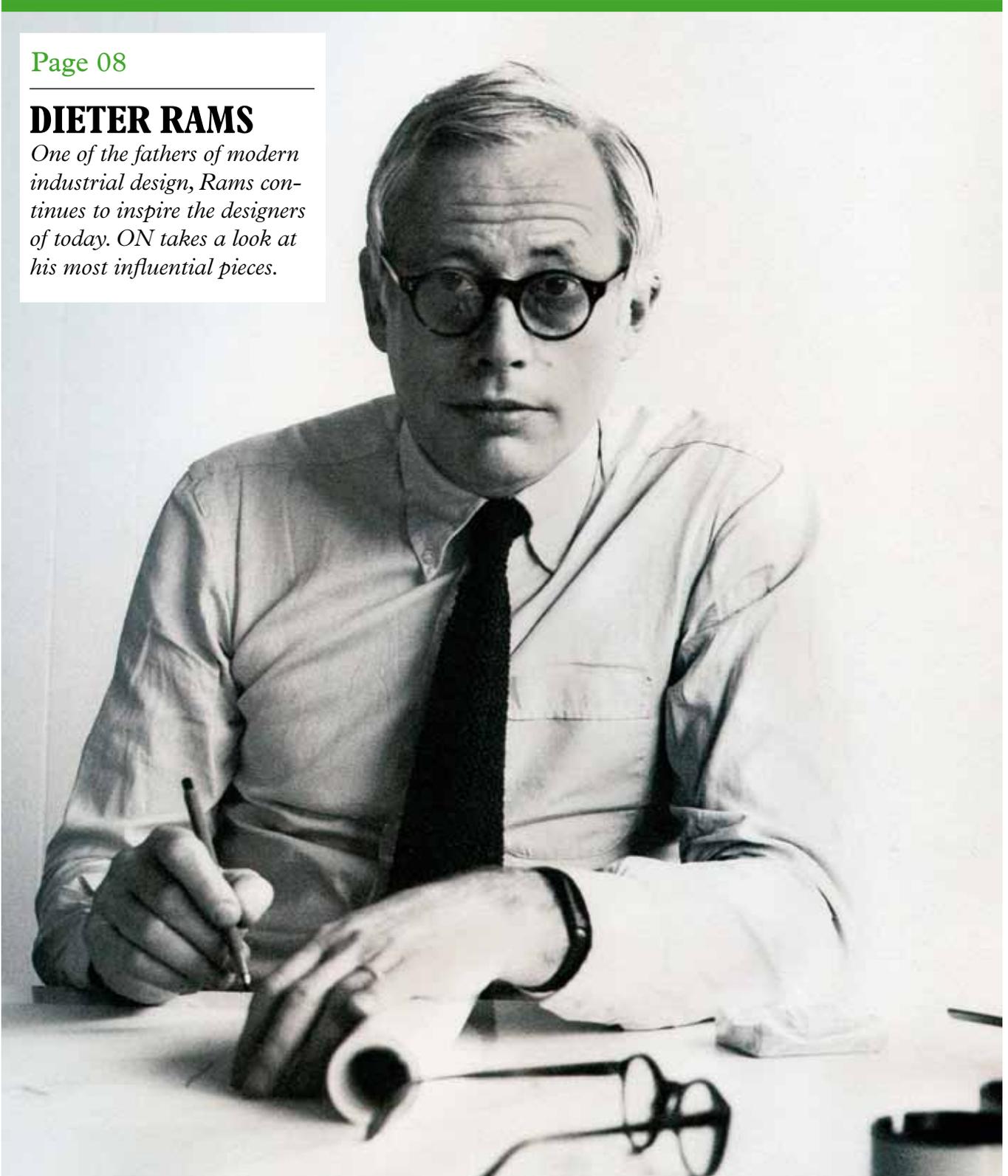
Our take on the latest trends, statistics and topics in business, education and life.

ON...

Page 08

DIETER RAMS

One of the fathers of modern industrial design, Rams continues to inspire the designers of today. ON takes a look at his most influential pieces.



DISCOVER THE

01



GERMANY

Germany is currently enjoying an enviable position as Europe's star economy and is showing no signs of slowing down. Germany has long been a hub of invention and design; birthplace of both Dieter Rams and of course Hans Riegel, inventor of the gummy bear. EU has a main campus in Munich, see our article on page 40.

02

PAPERLESS EDUCATION

Green trends have seen top universities omitting print materials. EU launched its new Online MBA program in the fall 2012 semester in order to offer more flexibility and a wider reach to its participants. Online course platforms allow professors to utilize a wider variety of teaching methodologies and interact more with their students than if they were actually present in an enormous lecture hall. See our full Online MBA article on page 28.

03

TRUST IN BRANDS

"Trust is critical [to] overall brand reputation today. People are more likely to do business with a company they trust, which means [trust] generates revenue and increases [company value]," states Jim Gregory, CEO of CoreBrand, a branding consultancy service in the U.S. Trust, a primary EU philosophy, is earned over time; start by developing a brand story with a human element to which consumers can relate.

08

GIVING BACK

The importance of support from large companies should not be underestimated. With this in mind, EU built a close relationship with a small community in Yirwal, Burkina Faso, through its support for L'Association Maia. This foundation aims to help women become self-reliant through encouraging confidence and education. EU pledges to continue supporting the foundation, giving something back to a community in need.

09

TALKING MACHINES

The GSMA Mobile World Congress, held in Barcelona, Spain in late February, predicted that this will be the year where machines will communicate independently with each other. Trends include: M2M communications, machines that communicate wirelessly with one another by way of embedded sensors and AllJoyn, software allowing users to control electronic devices remotely, like setting your coffee maker from your tablet.

10

3D PRINTING

Costly prototypes that take too long to develop be gone! New 3D printers allow companies to refine prototypes quickly and efficiently before spending money on production. The technology also generates minimal waste because products are created using a process that continually adds components, rather than a traditional production line that chops, drills and removes excess to create a product.



2013 TRENDS

04

JOMO

In 2012, the Fear of Missing Out (FOMO) was almost paralyzing. It seemed people couldn't go five minutes without knowing what was going on in the Social Media world. But what goes up must come down and now it's all about not knowing. In 2013, we are basking in the Joy of Missing Out (JOMO), choosing to spend more time with actual people, rather than catching up on their lives through profiles and posted pictures.

05

FREELANCING

The global financial crisis has presented challenges across all industries; long-term unemployment is changing the nature of work. Full-time jobs are being reshaped by project and task-based work. Now, employers are hiring freelancers instead of committing to longer-term contracts and unnecessary overheads. The marketplace is evolving, and companies are exploring new ways to produce without the high expense.

06

ENTERPRISING SOCIAL NETWORKS

"Last year, McKinsey published an eye-opening report that pegged the untapped business value of social technologies at \$1.3 trillion, and most of that comes from improved office productivity", says *Fast Company*. Companies have now realized the value of communicating via social networking pages. EU was recently named as one of the Top 50 Most Social Friendly MBA Schools (QS TopMBA 2013), see our article on page 26.



11

TIME OVER MONEY

'Make a profit' is generally at the top of every company's to-do list. But more and more organizations are seeking ways of aligning profit with longevity, taking into account the social, economic and environmental impact of their actions, and working to appeal to those who care about the morals and motivations of the companies they deal with. It looks like company ethics will continue to evolve throughout 2013.

12

CROWDEVERYTHING

The Crowdsourcing concept is expanding rapidly. Watch for industry-specific innovations in the market that take the Kickstarter model and add unique twists of their own. Cartoonist Kal Kallaugher is using Kickstarter to self-publish a selection of his 35-year-long collection of cartoons drawn exclusively for *The Economist* magazine. Mr. Kallaugher participated in the EU 40th Anniversary weekend in Barcelona.

13

REMOTE MANAGEMENT

Hubstaff is a great new employee management program that helps managers see screenshots, view activity levels and track productivity of employees. Great for entrepreneurs who are always on the go and not physically on site to track employee progress, Hubstaff works to provide managers with more visibility on what their employees are really working on – in turn making organizations much more productive.

HOT, HOT, HOT!

The last decade has seen the popularity of hot and spicy sauces soar. Family business Heinz has noticed the trend and to complement its emblematic traditional tomato ketchup, mustard and salad cream, recently launched its own Hot Sauce range and Tomato Ketchup blended with Sweet Chilli. As food gets more and more international, the sauce that goes with it needs a bit of an added kick.



THE LEGACY OF DIETER RAMS

Industrial designer Dieter Rams is definitely one of the most influential designers of the 20th century. In honor of EU's new Bachelor of Arts in Business & Design Management, this issue, we are taking a look at Rams' career, influence on modern inventions and design legacy.

He was the Chief Design Officer at consumer products company Braun from 1961-1997. He led the way in combining architectural inspirations and innovation with a desire to create useful products and his 10 commandments for good design.

Dieter Rams' contribution to the world of design is evident in many modern products, and his influence is widely acknowledged by commercial modern designers such as Jonathan Ive, head of design at Apple. The multinational company has openly stated that they continue to design and create their products according to Rams' 10 commandments, and his influence can clearly be seen in gadgets such as the 2001 iPod, the iPhone calculator app and the Apple iMac.

After 40 years at the company, Dieter Rams retired from Braun and was succeeded by Peter Schneider, but his designs, influence and genius continue to feature in everyday products and new designs.



Designs by
Dieter Rams

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07 08 09 10



09



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16



17



10



14



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11



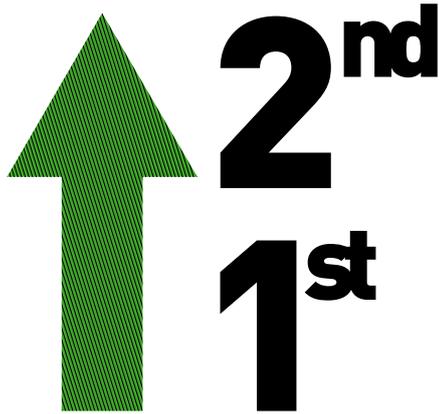
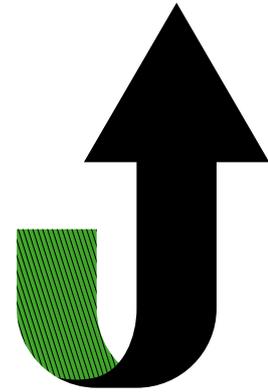
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Designs influenced by Dieter Rams

11 12 13 14 15

16 17 18 19

FAMILY BUSINESS NUMBERS



30% of family businesses continue into the second generation
(Family Business Institute)

24y

24 years is the average life span of a family-owned business
(Business Beware Show)

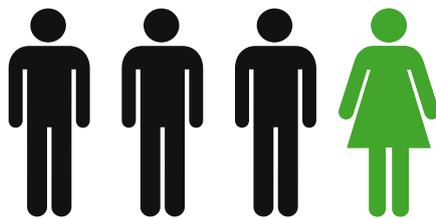
The number of women holding leadership positions in their family businesses has increased five times since 1997
(Family Firm Institute, 2007)

FORTUNE 500

35% of Fortune 500 companies are family companies *(Business Beware Show)*
The 2012 list includes family businesses such as Wal-Mart and Ford Motors in the top 100



An equal number of men and women intend to take over leadership of their family business
(Ernst & Young and University of St Gallen study)



24% of family businesses are led by a female *(Family Business Center)* EU alumna, Dr. h.c. Nayla Hayek, has been leading her family business as Chair of the Board of Directors of Swatch group since 2010



The oldest family business on record, Hoshi Ryokan, was founded in 717
(The Family Business School)



Successful family businesses around the world



Innegrit Volkhardt, CEO of Hotel Bayerischer Hof Group, received the EU Family Business Award in 2011
(For more info on this family business, see our sidebar on page 43.)

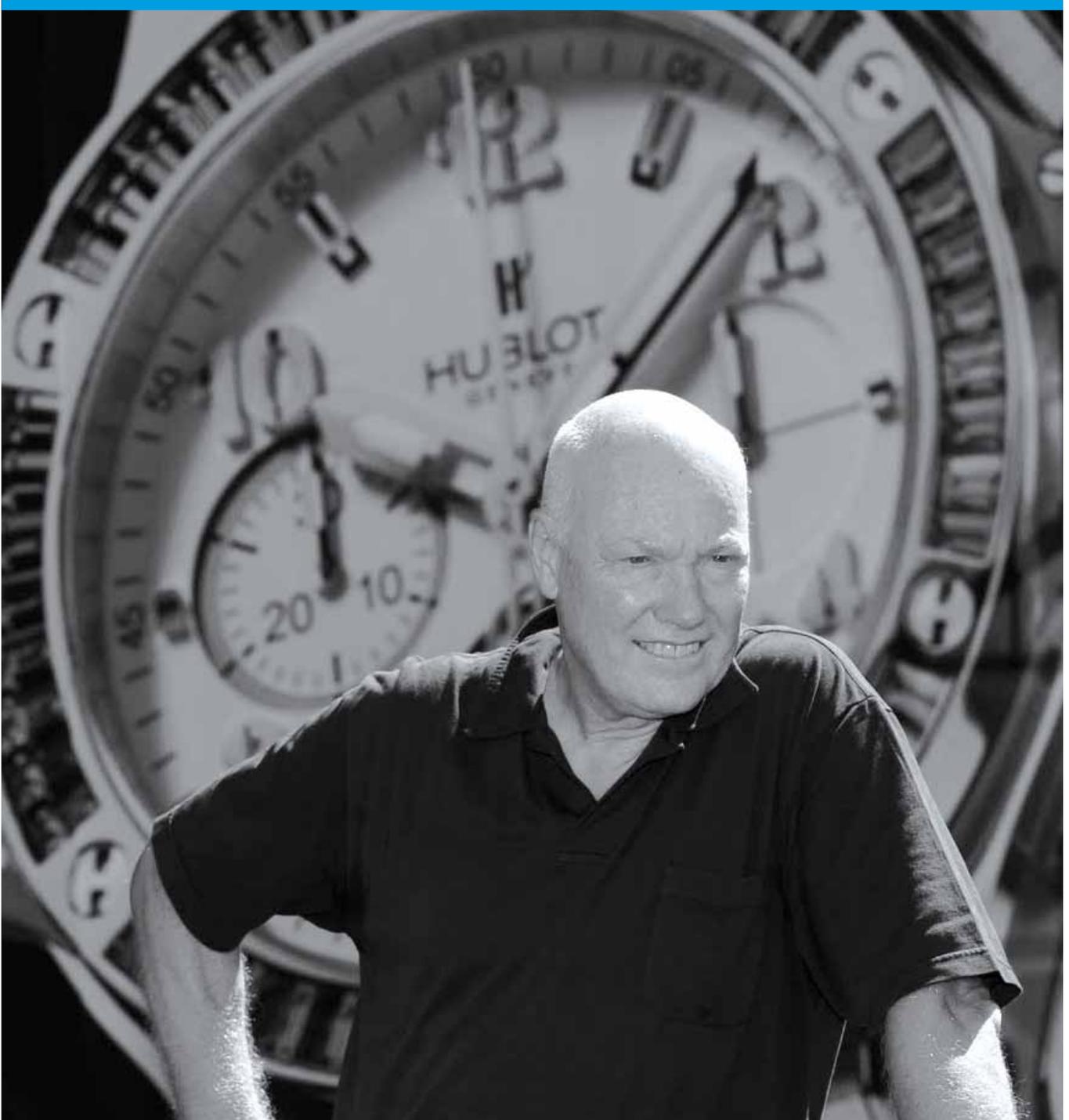
ONUS

Page 16

EU celebrates its 40th and looks back at four decades of success in business and education.

Page 20

Catch up on EU's latest events and goings on in our news round up.



JEAN-CLAUDE BIVER SPEAKS BUSINESS & PASSION (p.14)

*The Hublot watch company
Chairman of the Board highlights
love; encouraging EU students
to find what makes them tick
and turn their passion*

*into business. Biver has enjoyed
great success in the corporate
world and is always happy
to share his secrets with
our students.*

JEAN-CLAUDE BIVER

Watch industry legend talks to EU students and friends about people, purpose and passion.



The term “CEO” brings to mind images of numbers, power and seriousness. But the key point of Jean-Claude Biver’s talk on January 17, 2013 at Foment de les Arts i del Disseny (FAD) for European University, referred to an unexpected topic: love.

The former CEO and current chairman of the luxury watch company Hublot has been working with the same team since the late 1970s. Their latest addition is the marketing manager, who has “only” been with them since 1993. Together with his team, Biver has led three luxury watch companies to success over the past forty years; sometimes doubling or even tripling profit margins.

So how can such a successful man cite the Beatles’ *All You Need is Love* as his secret to success?

Biver believes that the love he receives from his family, friends and employees, in addition to his own love of watches, is the secret of his accomplishments. He says that people who are in love

with their work don’t need weekends, holidays or free time. All that exists is the object of their desire. He believes that if you love something and always try to be unique, different and the first in the market, then success is guaranteed.

Born in Luxembourg, Biver was educated in Switzerland where he earned a degree in Business Administration at the University of Lausanne. He became fascinated by the culture of watchmaking in the Vallée de Joux, where a meeting with Georges Golay, president and CEO of Audemars Piguet, got him a position as sales manager for the European market.

Biver didn’t start out in a top role or even in any role. He began with just half a salary; his boss claiming the other half as payment for teaching him the business. During this first year, Biver sat with everyone in the company, from the mail boy to the head watchmaker, learning all he could about both the art of and the business behind watchmaking. His start in sales was also



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Biver didn't start out in a top role or even in any role. He began with just half a salary.

board, which revived the bestselling Omega brand with then-innovative marketing techniques such as key placement and celebrity endorsement.

After a short sabbatical from the watch industry, Biver returned to the fold as CEO and chairman of Hublot watches. Again, he set to work with his love-inspired magic, and managed to increase the value of the company fivefold over a period of five years. It was later acquired by the luxury goods conglomerate, LVMH.

Another of Biver's passions is cheese. In fact, he produces his own at his farm overlooking Lake Geneva. The cheese is made with milk from cows that graze for just a short time each year in his flower-filled meadows. The subsequent cheese is then left to age all summer. Biver's intention is not to make a profit from this hobby, but rather to share it with close friends, family and his favorite restaurants, refusing to accept payment, despite the high price he could potentially demand. Perhaps it's a small way of demonstrating the love so important to Biver.

The January 17 speaking event was part of a series of seminars for the Design Management degree offered by European University and was led by Dr. Pierre Keller, former director and current honorary president of ECAL design school in Switzerland.

ON

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Born in Luxembourg, Biver was educated in Switzerland where he earned a degree in Business Administration at the University of Lausanne.

unorthodox. Traditionally, a salesman carried his product with him and showed his clients what he had. Biver travelled without watches. He told his surprised new clients that he wanted to get to know them first and get to know their needs, so that he could find a good fit, instead of simply selling them what he had with him. This unique and "white glove" work ethic still remains with him today.

In 1981, Biver and his friend and former colleague Jacques Piguet bought the rights to the then almost-extinct watch

company Blancpain. In an era when companies were abandoning precious metals in favor of quartz, Biver refused to compromise on quality for the sake of higher profit margins saying: "Since 1735 there has never been a Blancpain quartz watch. And there will never be."

The strategy worked, and Blancpain quickly became one of the most recognized luxury watch brands in the market. Blancpain's success led Biver to join the Swatch Group



Dr. Dirk Craen with Jean-Claude Biver after his presentation

EUROPEAN UNIVERSITY

40 YEARS OF VISION



This year, EU celebrates its 40th anniversary. In honor of this momentous milestone, ON looks back over four decades of education, dedication and family unity.

The saying goes, “It takes a village...” at EU we believe “It takes a network...” It has been 40 years of journeys, careers, students turned alumni, parents, CEOs, friends and partners, but most of all, of a clear vision of a bright future. The EU alumni network is currently 25,000 business leaders strong and growing every day. From the founding of a university for “the United States of Europe” – even before the European Union had come into being – to counting at least one alumnus/a in every country in the world, European University has demonstrated throughout that what you need for success is cohesion, focus and a strong network.

In the spirit of celebrating all the accomplishments the past 40 years have brought, we take a look at the history of European University and its support pillar: the Craen Family.

Dr. Dirk Craen, a native of Belgium, was Dean for many years and now heads the university as its president and strong leader. All three Craen children are proud alumni of EU and youngest,

Ann, even participated in the Nichols College Dual Degree program, which allowed her to study under both the European and American collegiate systems.

Eldest son Carl, is the Managing Director of the Barcelona campus; younger son Luc, is Managing Director of the Swiss campuses; and Ann is the Managing Director of the Neuchâtel campus. Proud matriarch Martine van Tilburg Craen is EU’s strongest supporter and is present at all university events.

But European University wasn’t always the strong, international network it is today; it had its beginnings and a path to follow.

In 1973, Xavier Nieberding created the Faculty of Business Administration; shortly afterwards, he renamed the institution European University. As an academic himself, coming from a family of teachers, Nieberding wanted to focus on offering high-level education to executives and future entrepreneurs. EU was the first university in Europe to offer a BBA program, and it was not long before the value of the degree was acknowledged both in Belgium and abroad.



The philosophy was very business-oriented and utilized a combination of the European and American educational systems. One of the first international partnerships EU had was with the University of Dallas in Texas, U.S.A. Playing on the popularity of the then-popular soap opera Dallas, the tagline “Go West Young People” incited students to take a leap across the pond. By participating in the program, students earned a Bachelor of Business Administration from EU and an MBA from the University of Dallas. Throughout the 70s and 80s, this and other programs with institutions like Thunderbird, Claremont and Emerson were very popular. In the first 12 years, over 1,500 students participated in exchange programs such as these.

EU quickly expanded its European horizons to include campuses in Brussels (1983), Montreux (1985) and Monaco (1986), along with Geneva and The Hague (1987) among others.

During the 1980s, Switzerland grew to become an instrumental success point for the growing network, led by Dr. Dirk Craen, then Dean of the group based in the Montreux campus. By the end of the decade, EU had already begun to transition its headquarters to Montreux, Switzerland and by 1995, had established additional campuses in Barcelona, Madrid, Athens, Lisbon, Rome, Porto, Zug and Warsaw.

1998 was a decisive turning point for



EU. Dr. Craen led a management brand buyout which would restructure and build what has become today’s EU network. The university kept its headquarters in Switzerland, as it has a great worldwide reputation for private education.

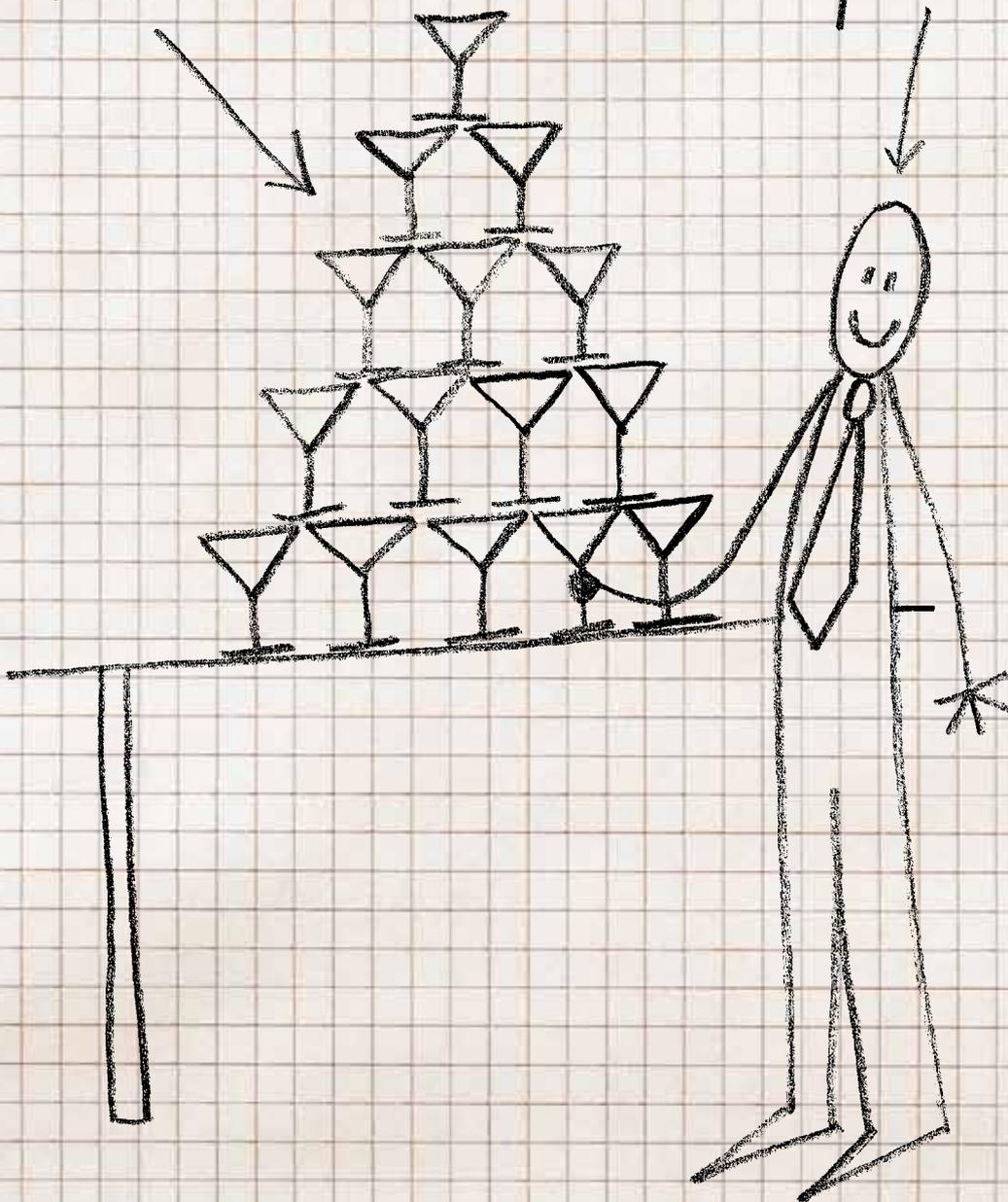
“Switzerland has a very serious take on education, stemming from the hard times in its past and neutrality during times of war which plays an important role in its reputation. This same neutrality is something we strive for at EU, encouraging people from different cultures and backgrounds to meet in a respectful manner on the common grounds that are business and education,” says Dr. Craen, “In addition, Switzerland’s location is attractive for recruiting quality faculty members from leading companies and international organizations, its high quality of life standards, security and living conditions... these are all very important to students.”

|||||||

It has been 40 years of journeys, careers, students turned alumni, parents, CEOs, friends and partners, but most of all, of a clear vision of a bright future. The EU alumni network is currently 25,000 business leaders strong and growing every day.

Petites bulles

Un peu nul



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The new millennium saw EU looking east, opening sister campuses in Singapore (2002); Kazakhstan (2005); Hong Kong and Taiwan (2006); and Malaysia and China (2008). The 2000s also marked the initiation of the EU dual degree programs with Nichols College in the U.S.A.; Shinawatra International University in Thailand and College of Charleston in the U.S.A., along with the university's triple accreditation with ACBSP, IACBE and IQA.

This year has already marked continued innovation with the commencement of bachelor's programs in Design Management, Sustainability and Family Business as well as MBA programs in Reputation Management and Design Management. Last year, EU also launched its online campus with its new Online MBA program, which allows students maximum flexibility when pursuing an MBA degree.

"This year's celebration is not just that we have been around for 40 years, but also that we have dedicated ourselves to continually producing and developing business leaders who meet the needs of the international business world. The new programs in 2013 truly highlight this innovation as we anticipate sustainability, family business and design management all becoming major business trends in the coming years," says Dr. Craen.

And of course, throughout the journey, who could possibly forget the people like you

who have made EU's success possible: friends like Dr. R. Seetharaman, CEO of Doha Bank; Dr. Marc Hayek, CEO of Blancpain and board member of Swatch Group and Yves Leterme, former Prime Minister of Belgium and current Deputy Secretary General for the OECD, who continually make an effort to offer guest lectures to EU students.

We also thank students like Santhosh Muraleedharan and Denis Kolev who contribute to EU's student blog. Alumni like Xavier Alcober, Oakley Johnson, Michel Miserez, Bertrand Morisod and Carolyne Hyde, who have forged their own success stories in business and entrepreneurship. Faculty members like Christine Clarke, Sascha Liebhardt, Jean-Christophe Vautrin, Alistair Charles and Johnny Kim, who offer students insight and perspective into the business world. It is people like these, along with many, many others, who continually help us to develop and expand our network. EU is very thankful for your unremitting support and commitment to our vision of the future. We truly could not do it without you.

Yes, these 40 years mark our history, but they also celebrate the future; we look forward to making many more memories, both with those who already belong to the EU network and those who will join us down the road. **ON**

EU has a 98% average of international participation among students

Students and faculty members speak an average of 3.5 languages

Students take an average of 6 months to find employment

EUROPEAN UNIVERSITY NEWS

– Over the next few pages, we catch you up on events, activities and news throughout the EU network. –



NEW MBA DIRECTOR AT BARCELONA CAMPUS

October, 2012. New Barcelona Campus MBA Director, Alistair Charles, took on this position

after being a longtime professor of Human Resources Management at EU. His extensive sales and global business experience and many years of teaching make him the ideal choice.

Professor Charles encourages students to seek him out during office hours with any issue. His vision keeps students' best interests in mind, he says, "it is crucial that the students come away from EU with an ability to delegate tasks and work with anybody... Dealing with diversity is important."

He defines his role without hesitation: "I want to open direct lines of communication between students and faculty as well as among the faculty."



NEW ONLINE MBA PROGRAM

October, 2012. EU launched its new Online Campus which started with the Online MBA program. A great blended experience; participants will get the best of EU programs while enjoying online flexibility. (Find more about our new Online MBA on page 28.)

ALUMNUS XAVIER ALCOBER PRESENTS NEW BOOK



September, 2012. EU Barcelona hosted author and EU alumnus, Xavier Alcober, for the presentation of his new book, *El Mercader de Felicidad* (The Merchant of Happiness).

Set in Spain, England and America, the novel poses existential questions regarding personal happiness and success and examines the conscious and unconscious choices people make.

Mr. Alcober spoke of the external and internal forces that help us define happiness and compared them to Harvard professor, Michael Porter's famous Value Chain model. Mr. Alcober's comparison of personal happiness to a management system was a unique metaphor that enthralled all attendees.



OKTOBERFEST ALUMNI EVENT

September, 2012. EU held its fifth annual Oktoberfest Alumni Event. Alumni lined up in front of the exclusive Käfer Wies'n-Schänke tent where they took a few minutes to catch up with old professors and classmates. EU guests partook the famously-delicious Käfer-roasted duck and of course, Oktoberfest beer. (For pictures and a link to the video, see page 45.)



NEW LOCATION FOR EU MUNICH CAMPUS

October, 2012. European University opened the doors to its brand new state-of-the-art location in Munich. The move was sparked by unprecedented

growth on the Munich campus; since 2009, the campus has more than doubled student enrollment. The new building offers more floor space and top-

notch classroom equipment including SMARTboards and video conference equipment, necessary to provide leading-edge business education.

EU KICKS OFF SEMINAR AS PRECURSOR TO NEW DESIGN MANAGEMENT DEGREE



October, 2012. The first of eight all-day EU Design Management Seminar sessions began with lectures and presentations by the internationally-renowned Dr. Pierre Keller. This special seminar consisted of eight monthly sessions which concluded in May, 2013. Students who successfully completed this program received a Certificate in Design Management from EU.

These seminars served as a trial run for EU's new Bachelor of Arts in Business & Design Management slated to begin in the fall of 2013; also being put together by Dr. Keller.

Pierre Keller – the former director and current honorary president of ECAL design school – has handpicked the professors and the subjects to be covered throughout both programs in order to offer students a variety of styles and multidimensional points of view.

The third certificate seminar was taught by Jean-Claude Biver, former CEO and current chairman for Hublot Watches.

NEWS IN BRIEF

WELCOMING STUDENTS ON ALL CAMPUSES

November, 2012. Students celebrated the start of a new academic year across all four campuses. Bars, clubs and pubs were filled with new and old faces, all looking forward to learning and sharing.

1. Barcelona Campus:

Soho Club

–

2. Montreux Campus:

Harry's New York Bar

–

3. Geneva Campus:

Le Scandale

–

4. Munich Campus:

Zum Franziskaner



EU & ILO LAUNCHES CERTIFICATE IN SUSTAINABILITY MANAGEMENT

November, 2012. EU Switzerland learned how to incorporate sustainability into the supply chain through EU's new "Certificate in Sustainability Management" program offered in collaboration with the International Labour Organization (ILO).

After a year of collaborating with ILO Chief of Multinational Enterprises Program, Ricarda McFalls, the sustainability initiative came to fruition with a three-day course held at both the ILO Headquarters and the EU Geneva campus.

The program included a look at sustainability over the past 50 years, as well as tips on how to introduce it into operations and how to leverage it as a competitive advantage. Lecturers also talked about the "Three Pillars of Sustainability"; economic, social and environmental.

"Sustainability is a journey which adds short-, medium- and long-term value to your operations," said visiting faculty member Melvin Bamuh.



DOHA BANK CEO ADDRESSES EU STUDENTS

November, 2012. EU MBA students in Switzerland welcomed Dr. R. Seetharaman, CEO of Doha Bank at the Four Seasons, Hotel des Bergues in Geneva. His two-hour presentation on Investment Management spoke about what it means to be an Investment Manager and the basic principles guiding the practice. Dr. Seetharaman also spoke on the Munich and Barcelona campuses in 2013.

Dr. Seetharaman has nearly three decades of experience in banking, information technology and consultancy. In 2012, he was awarded an EU Honoris Causa Degree and in 2011 and 2008 was voted Best CEO in the Middle East by Banker Middle East Industry.

NEWS IN BRIEF

BARCELONA HOLDS CV SEMINAR

November, 2012. EU Barcelona Career Counselor, Anna Wlodek, held instructional CV workshops for students, tips included:

- One-page CVs are best
- Personal information on top
- Most recent experience first
- A good cover letter is a must

EU GENEVA HOSTS INTERNATIONAL DAY

November, 2012. EU Geneva held its first ever "International Day" sponsored by the Student Committee. It was an opportunity for students to bring in dishes from their home countries for all to try. Some of the dishes included Kazakh palau, Estonian refrigerator cake, Russian quark pancakes and Venezuelan arepas.

MAKING A DIFFERENCE IN THE 21ST CENTURY MEDIA LANDSCAPE SEMINAR

November, 2012. Respected German journalist Dr. Till Krause and EU Munich Dean Sascha Liebhardt spoke to EU students, alumni and friends about media today and how to navigate it. They stressed that we have an interactive social system that is available for use 24/7.

There is a horizontal revolution going on in which information flows across people and not just from big companies to people. This is something to keep in mind both from the consumer and the business side.

NEWS IN BRIEF



HOLIDAY FOOD DRIVE

December, 2012. The Barcelona Student Board held a holiday food drive to help the 350,000 people affected by the economic crisis in the city.



WEARING RED RIBBONS TO RAISE AWARENESS

December, 2012.

EU Geneva Student Committee members took part in World AIDS Day as an opportunity to educate their peers about AIDS and raise funds for HIV and AIDS research. Globally, an estimated 34 million people have HIV.

STUDENTS GRANT WISHES

December, 2012. The Barcelona Student Board used their Christmas Dinner as a platform to raise funds for El Somni dels Nens, a local charity which grants wishes to dying children.



INVESTMENT MANAGEMENT IN CHALLENGING TIMES SEMINAR

Living in this global economic crisis, people are extra careful with their money. At Notenstein Bank seminar, Geneva students get advice on investments.



MUNICH GUEST SPEAKER HEAD OF MARKETING AT BMW – JOHANNES SEIBERT

December, 2012. EU Munich welcomed guest lecturer, Johannes Seibert, Head of Marketing for the BMW Group, Germany. Having worked both in established and emerging markets in Europe, Asia, North and South America, Mr. Seibert presented on management and cross-cultural marketing.

December, 2012. Dr. Barbara Roos from Notenstein Bank returned to the Geneva campus last winter to give a presentation on “Investment Management in Challenging Times”. She outlined risk scenarios that determine which investments are most profitable and offered an overview of Notenstein’s investment principles and its challenges in today’s market.

Of particular interest was the idea that the Swiss-Franc, in investment terms, is considered a ‘quasi’ euro. This conversation sparked debate and curiosity, and by the end of the presentation many students were asking Dr. Roos for investment tips and recommendations. Notenstein Bank exemplifies the Swiss Banking industry, managing nearly CHF 21 billion in assets.

ZOOM

13
Number of Notenstein branches across Switzerland

700
Approximate number of Notenstein employees

CHF 21bn
Asset quantity managed by Notenstein Bank

2012
The year in which the new Notenstein Private Bank was established



PREPARING FOR INTERNATIONAL BUSINESS: Business Fundamentals & Language Skills

This program gives the students a good first contact with the university world. It provides them with the means to acquire the necessary knowledge and language base to achieve an above-average performance rate in any of our demanding bachelor's programs. If you want to pursue an internationally-focused business degree but need a little help with the language or improving your skill set, this program is for you.

This program is for high school seniors and bachelor's students majoring in fields other than business.

Location -Barcelona -Munich -Geneva	Courses Business Fundamentals course (mornings) and Language courses (afternoons): English, Spanish, German and French.	Extra Activities <small>(subject to availability, except at Barcelona)</small> -Welcome Evening, Opening & Closing Ceremonies -Taps Tour -Modernism Route in Barcelona
Dates 2013 July 08-20 August 03-17	What is included -Tuition and study material -Accommodation with breakfast* -Medical insurance during stay -Extracurricular activities -Transfers to/from airport -Certificate at the end of the course	Prices For further information about prices please contact: Marko Zgrabljic mzgrabljic@euruni.edu
Schedule Monday - Friday 09:30-11:30 13:00-15:00	*Residential accommodation available in double rooms with breakfast. Single rooms available upon request and subject to availability.	
Language -English -Language courses	Program does not include: -Travel costs	
Level -Undergraduate		

EU LAUNCHES NEW INTERNATIONAL SUMMER SCHOOL PROGRAMS

European University combines sun, fun and business for the ultimate summer experience.

January, 2013. EU will open its new International Summer School this year. Run at all campuses, the ISS program's tuition includes: courses, study material, accommodation, breakfast, medical insurance, extracurricular activities and airport transfers.

1. The Business Fundamentals & Language Skills program is for high school seniors and bachelor's students majoring in fields other than business. It provides them with the means to acquire the necessary knowledge and language base to achieve an above-average performance rate in any of EU's demanding bachelor's programs.

2. The International Business Basics program is for young professionals, bachelor's students, recent university graduates and high school seniors from business-oriented schools. At the end of this program, students should be able to evaluate the complexity of modern international business organizations, the intricate relationships that exist between businesses, the social frameworks in which they function and the challenges of administration at all levels.



MOTO GP: READY, SET, GO!

February, 2013. EU Barcelona hosted Pau Serracanta, Managing Director of Dorna, a company responsible for organizing and promoting the Moto GP worldwide. Mr. Serracanta relayed the joys and challenges

behind the logistical effort necessary to make a race happen. Attendees learned about the complexities of monetizing a professional race as well as the many steps leading up to the big event.



EU LONDON AT LSE LECTURE

February, 2013. EU London students attended a lecture at the London School of Economics on "Liberty and Security in the World Today: why we are all neo-democrats and what we should do about it." Human Rights Law professors Connor Gearty and Devika Howell led the discussions, which covered the benefits of liberty and security and why they should rightfully be available to all.



FIRST STUDENT WEEKLY COLUMN

February, 2013. EU Blog premiered its first student-written column: The Rules of the Game. Written by Barcelona campus's Sports Management student, Denis Kolev, the column takes a global view on the world of sports, examines investment, financial fair play, new rules for the sports and how teams/clubs adapt. Column appears weekly, every Thursday on the EU blog.

EXECUTIVE BOARD MEMBER OF THE CDC & EU PROFESSOR MARC GUERRERO EXPLAINS THE LONG CATALONIA VS. SPAIN CONFLICT IN DETAIL

Attendees gain expert insight into a delicate political and cultural dilemma. This regional issue has been in the forefront of recent international news coverage.

February, 2013. Executive Board Member of the *Convergència Democràtica de Catalunya* and EU International Relations Professor Marc Guerrero gave an enticing political lecture called *Catalonia vs. Spain: A Global Perspective*; hosted by EU Barcelona and co-sponsored by the Admirals Business Club.

The issue of Catalonia vs. Spain has been debated for decades, but lately the topic has been garnering significant international attention.

In his most recent book, *L'engany del federalisme espanyol* (The Deception of Spanish Federalism) Professor Guerrero presents federalism as a solution to both the current economic crisis and the Catalonian independence debate. He is sought for his expert opinion on the topic by publications like *USA Today*, *Russia Today TV*, *NPR* and *Euronews*.

Acutely suffering the consequences of the economic crisis, Catalonia is currently Spain's most indebted region. Many Catalans believe that they are not receiving the value in services for the millions that they give to the central government every year.



NEWS IN BRIEF

DEAN'S RECEPTION, MUNICH

February, 2013. Over 180 attendees went to a dean's reception to kick off the EU 40th anniversary celebration at the Kongress Bar, Munich.



IMPLICATIONS OF CAPITALISM IN THE 21ST CENTURY

February, 2013. Green Cross International CEO, Adam Koniuszewski discussed "Capitalism in the 21st Century" at EU Geneva. He highlighted strong and weak examples of sustainability in the corporate world. He also noted the importance of implementing sustainable methods when utilizing the earth's resources and that businesses doing so are seeing the returns.

SWISS STUDENTS' ANNUAL SKI TRIP TO VILLARS

February, 2013. The EU Montreux Student Board invited students from all campuses to the EU annual ski trip. This year, they went to Villars Ski Resort in Switzerland, where the highest peak reaches over 1,200 meters in altitude. Students took ski lessons; ice skated and enjoyed a group dinner to network with students from other campuses. They later visited the local club, El Gringo, where they enjoyed the fun mountainside nightlife.





ART OF ONLINE STOCK TRADING

March, 2013. EU Munich Campus hosted Alumni and MBA students for a one-day seminar with Mr. Ramy Copty, Managing Director of Eventus Trading. Students were given insight into the art of trading online stocks, bonds, commodities and alternative investments to generate profits. He talked about how people can make money, whether the market goes up or down. The seminar presented students with the opportunities and challenges of online trading. The students left the seminar with a greater knowledge of trading, looking forward to the future trading workshops to be conducted by Mr. Ramy Copty.

NEWS IN BRIEF

AIESEC ON CAMPUS

March, 2013. The International Association of Students in Economic and Commercial Sciences (AIESEC) visited student on the Geneva campus to discuss internship opportunities

EU BLOG COLUMN: HAPPENINGS IN INDIA

March, 2013. Santhosh Mura-leedharan, a first-year undergraduate student of Indian heritage at the Geneva campus, became the second student columnist to write for the EU blog. His new column, Happenings in India, will be published monthly, giving an insider's insight into different events and activities taking place in India.

SUSTAINABLE STRATEGIES

March, 2013. Earth Focus Foundation brought sustainability to EU Switzerland through dialogue, discussion and representatives from S2 Sustainability Strategies and the sustainable management consultancy firm: BSD Consulting.



TOP IN SOCIAL MEDIA

March, 2013. European University is proud to have been placed in the list of the Top 50 Social Media Friendly Schools compiled by QS Top MBA. EU always tries to keep up with emerging trends and constantly searches for new ways to reach its current and prospective students. The university was also placed at number eight in the Woman at Global 200 Business Schools list. This latter selection brings together the top international schools with the highest proportion of women among their MBA students: this year, EU has a 54 percent female to 46 percent male ratio across all campuses.



SEASON DRAW AT UEFA

April, 2013. EU Switzerland Sports Management students participated in the season's draw at UEFA's Nyon HQ as a part of their academic curriculum.

The students were excited to have the opportunity to witness such a high level sports event in person. From the third row, they observed the event's stage, the top four European club delegations, (live) broadcasting crews, journalists, translation cabins, and staff. Orchestrated impressively by Mr. Gianni Infantino (UEFA's General Secretary) the event left an unforgettable impression on both the UEFA and worldwide audiences. Participating students also viewed major post-event operations such as: mixed zone, media center, flash interviews positions, and other typical sports post-event activities.



INFLUENTIAL EU ALUMNUS

April, 2013. EU alumnus, Yannick Guerdat, is one of Bilan magazine's 300 most influential people in Switzerland. Yannick is the owner of website management company Artionet.

INTERNATIONAL PARTNERSHIPS

One of the most important components of a global education is international experience. Through our partnerships with important institutions all over the world, European University offers students the opportunity to study and live in different cities, experience various cultures and see the world from a wider angle.

Siberian Federal University Siberia, Russia

EU recently signed an agreement with Siberian Federal University (SFU) in Krasnoyarsk, Russia to develop bachelor's and master's level programs as well as faculty and student exchanges between the universities. The venture aims to offer transferring students valuable lessons in economics, finance and business management.

www.sfu-kras.ru/en



The Faculty of International Tourism & Management Macau, China

The Faculty of International Tourism & Management, City University of Macau (FITM-CUM) and European University's Malaysia Campus (EU) have entered into a three-year partnership whose purpose is to bridge existing and develop new programs in the areas of Leisure Management, Entrepreneurship, Leadership, Hospitality Management and Tourism as well as introduce quality executive short-term courses.

www.cityu.edu.mo



Azerbaijan State Economic University Baku, Azerbaijan

EU and the Azerbaijan State Economic University (ASEU) have collaborated to offer international opportunities for students through a recently signed Memorandum of Understanding (MOU). EU courses, certificates and degrees will be fully recognized by ASEU and vice versa. The two universities aim to continue forging educational opportunities in the future.

www.aseu.az

IE Business School Madrid/Segovia, Spain

EU and the reputable IE Business School are now in a collaboration which offers partial scholarships for three EU alumni who wish to continue their graduate studies at IE, a great opportunity for undergraduate students who wish to continue their graduate studies in Spain straight after obtaining their bachelor's degree from EU.

www.ie.edu

Ramanujan College Haryana, India

Ramanujan College of Management (RCM) in Haryana, India, went into agreement with EU offering RCM students the opportunity to complete their sixth and seventh semesters of studies at any EU campus and thereby earn a dual degree. EU will also recognize RCM bachelor's diplomas and accept those students meeting EU's entry requirements into its MBA programs.

www.ramanujan.edu.in/rcm



University of Bucharest Bucharest, Romania

Last fall, EU and the University of Bucharest signed an MOU to pave the way for staff and student exchanges as well as the development of joint degree programs. As a growing European powerhouse, Romania has a strong determination to introduce the Euro as their official currency.

www.unibuc.ro/e



Jiao Tong University Shanghai, China

Ranked nine in Forbes China's list of top EMBA programs, Shanghai Jiao Tong University (JTU) in China is one of EU's newest partners. One of the oldest and most selective universities in China, this new partnership will open new frontiers for both universities.

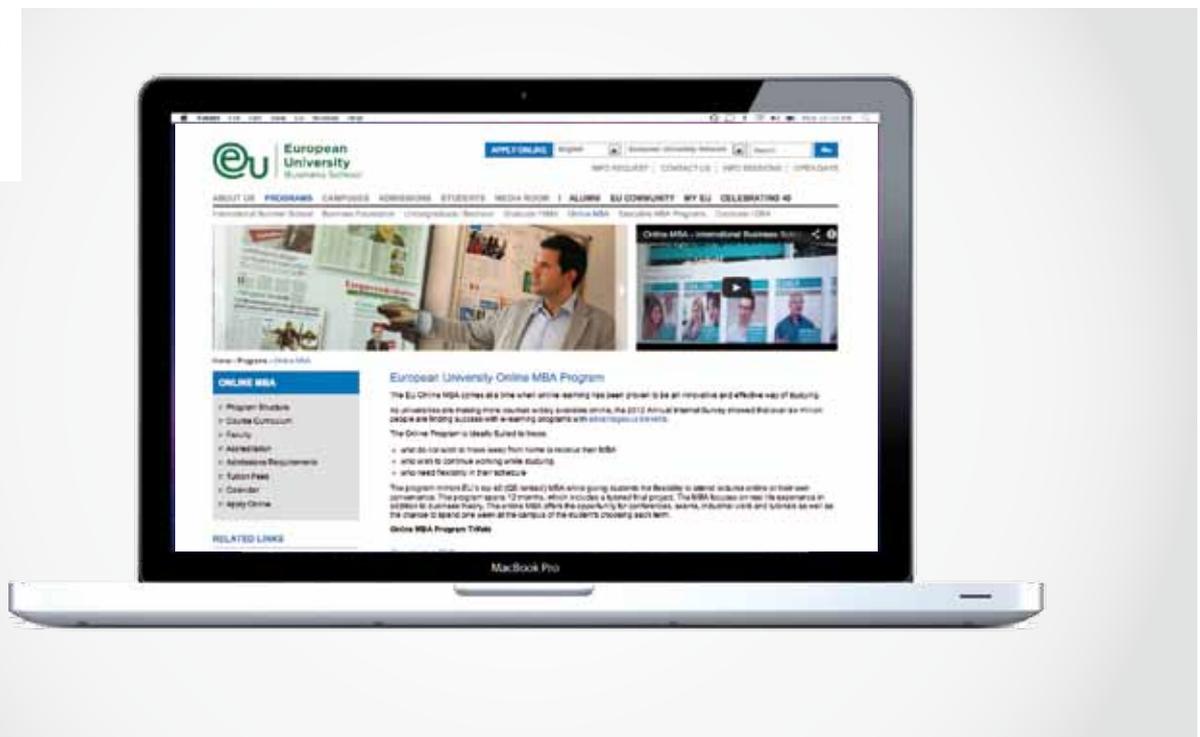
www.en.sjtu.edu.cn

Izmir University Izmir, Turkey

EU continues to make headway in Turkey by signing a partnership agreement with Izmir University of Economics (IUE). EU's agreement with IUE offers students from both universities the opportunity to participate in exchanges and mutually-recognized courses and programs on both undergraduate and graduate levels.

www.uio.izmir.edu.tr

EU LAUNCHES BRAND NEW ONLINE MBA



The Online MBA program in International Business comes when the recognized benefits of online learning are just becoming known. As universities are making more and more courses available to the masses, the 2012 annual internet survey showed that over six million people are accessing college or university courses, with higher success rates in e-learning versus presential programs due to their flexibility, convenience and format. With this flexibility in mind, EU launched its Online MBA in October of 2012 to mirror the full time MBA, while giving students the freedom to access the lectures on their own schedules. Spanning 12 months, including a tutored final project, the online MBA focuses on real life experience and soft skills alongside business theory. Although virtual, students gain the same experiences as in an offline MBA program such as working with classmates from all over the world, attending conferences and improving time management skills.

The program consists of three terms which are 10 weeks long, the last week is held on campus, (Munich, Barcelona and Geneva/Montreux) so students can meet classmates, take part in industrial visits and complete their exams. The experts teaching this program are an eclectic mix of professors with experience teaching in an online format. Some come from top global organizations, some are entrepreneurs. Together they replicate real-life experiences for students on a user-friendly technological platform allowing students to manage their time as best as possible. With this program, EU aims to maintain its high standard of business education and international networking with the clear focus of optimally preparing students for the modern business world. By removing geographical barriers, EU can now deliver its business education 3.0, anywhere and at anytime.

For more information please visit our [Online MBA page](#).

VISION OF THE FUTURE

EU students participate in Model UN project to improve access to clean water

European University Barcelona students traveled to New York this spring to make their voices heard in the Change the World Model United Nations (CWMUN), developed and organized by Associazione Diplomatici. The three-day event invited nearly 1,000 high school and university delegates from around the globe to come together and share ideas on topics including clean water access, sustainability and nuclear weapons. The event is a Model UN Project meant to simulate how participants within the UN would actually tackle these world issues. EU students worked specifically on the clean water access project, representing Zambia and collaborating with other students to reach solutions.

Student Vincent Eduard Klug gives insight into the delegation process: “We had received the topic in advance and spent some time preparing. The topics were focused on water supply, its sustainability and impact on society and the economy. Representing Zam-



■■■■■■■■■■

“We quickly realized the need for an even more sustainable model within our draft resolution...”

bia, we saw an opportunity to team up with different African countries as they face the biggest struggles in the fight for clean water.

“Once we managed to gather the other African countries on board with our idea, we looked for key partners/countries with the knowledge and financial means to help the African countries.

“Apart from only developing water supply, we quickly realized the need for an even more sustainable model within our draft resolution and we then expanded our plans to incorporate education, agriculture and infrastructure rather than uniquely focusing on water supply.”

The team, which also included fellow EU student Lucia Baranyi and several other delegates, presented their draft solution to the assembly and was one of five proposals selected to move forward in the acceptance process and one of only three to pass the assembly’s majority vote.

Other EU students who also took part in drafting solutions and negotiating with the other delegates, represented different countries within the debate and noted the experience provided unforgettable insight into world politics.



ON

40th ANNIVERSARY

*Celebrations, Commendations
& Congratulations*



European University's 40th anniversary celebration in Barcelona proved to be just a glimpse of what the future holds for EU's quickly-expanding international network of universities. The event brought together nearly 350 alumni, partners, guests and students, all of whom were excited to celebrate EU's monumental milestone over drinks, discussions and dancing.

The festivities kicked off on Friday with an opening cocktail at the seaside club, Shôko, where guests enjoyed welcome drinks and hors-d'oeuvres.

The Saturday morning conference began with inspiring opening words from EU President, Dr. Dirk Craen, followed by an introduction from Dr. R. Seetharaman, CEO of the Doha Bank Group, who analyzed the current situation of the banking industry.

Presentations throughout the conference included panel discussions on education, accreditation and EU's constantly-growing alumni association. Christine Clarke, Academic Dean of the EU Barcelona campus, discussed "The Value of International Accreditation" with other experts, before René van Baardewijk, EU Alumni Association President, led the group on "The Wide Reach of an International Alumni Network".

EU alumnus Thomas Ruschke commented, "The real world advice that the Alumni panel offered was one of the things that made me appreciate my decision to attend the 40th Anniversary celebration."

Kal Kallaugher, editorial cartoonist for *The Economist*, concluded the morning's sessions with an artistic presentation, giving the audience insight into his work as an artist and inviting enthusiastic participants to join in him sketching Barack Obama.

After the presentations, guests were invited to attend the Global Café, a speed networking session, giving them a chance to further build their own international contact base. "This event was a perfect opportunity to network," said Mr. van Baardewijk, "Alumni from various campuses, nationalities and graduation years were able to get to know each other and exchange information."

The weekend culminated at the elegant Saturday evening Gala. Guests graced the red carpet in tuxedos and evening gowns, and kicked off the Saturday night apéro in style.

The evening began with cocktails and amuse-bouches, before continuing with a delicious gala dinner, interspersed with congratulations and commendations of success.





Dr. Craen reminisced about EU's past four decades, recognizing those who have proven instrumental in the university's successes. The agenda also included the distribution of two doctor honoris causa degrees, which acknowledged the achievements of the Rector of the Kazakh Economic University, Serik Svyatov and Olympic Champion, Steve Guerdat.

Before dessert, Dr. Craen presented Anne Rosat from the non-profit Maia Association a check for the totality of the cost for a new school in Burkina Faso. European University has been a supporter of this cause for many years.

After dinner, guests quickly stepped on to the dance floor as local band, Los Maikelnait, filled the room with cover songs.

Sunday saw groups of guests flocking to the beach and soaking up the sun, enjoying a well-deserved rest after the week-end celebration.

For pictures and stories from the event please be sure to visit the EU website.



EU STUDY TOUR

Our students visit South Korea and China



Long-time European University Switzerland faculty member, Dr. Johnny Kim brought cross-cultural communication to life this spring in his fourth annual EU Study Tour. This year, the group set their sights east, touring both South Korea and China for 10 days during their Easter break.

Students hit the ground running from the very first day which began with a guided tour, traditional Korean lunch and evening cruise along the Han River in Seoul. The following days in the capital city included more traditional meals, a discovery of the high-end quarter, Gangnam (which also included dance lessons on the popular move “Gangnam style”), a visit to the Changdeok Palace and Secret Garden and even a trip to Seoul City Hall.

The second half of the venture took students across the border to Beijing, where students jumped into tours of The Temple of Heaven in Tiantan Park, the Forbidden City and The Summer Palace. The following days gave students firsthand experience negotiating at the Silk Market, a view of the Ci Fangzi (Chinese Porcelain House) and even a climb on the Great Wall.

It is still a mystery, after four years, how Dr. Kim is able to create such a memorable adventure for the students in addition to teaching a full time course-load. It is certain; however, that the experience and knowledge he is able to impart on students who take part in the trips will last a life time.

EU Geneva BBA student Birzhan Omirbayev put it best: “It is very important to experience another culture...and take something new from it. Rather than hear about it 1,000 times – it is [more impactful] to see it once.”



EU

INDUSTRIAL VISITS

Industrial visits have long been a staple of all EU programs. We believe in giving our students a bird's-eye view of the reality of business and brands while offering them an opportunity to network with some of the country's top professionals.

Many of the industrial visits in Barcelona, Munich, Geneva and Montreux are organized in conjunction with our academic and corporate partners. These companies then look at EU students favorably when they seek internships or job opportunities.



01 W HOTEL
Barcelona
October, 2012

02 BCN STOCK EXCHANGE
Barcelona
November, 2012

03 UNITED NATIONS
Geneva
October, 2012

04 PRIVALIA
Barcelona
November, 2012

05 MAN
Munich
November, 2012







06 MANGO
Barcelona
March, 2013



07 ALLIANZ ARENA
Munich
March, 2013



08 HENNIEZ
Geneva
February, 2013



09 BASELWORLD
Basel
April, 2013



10 CASA BACARDI
Barcelona
October, 2012

11 BCN ACTIVA
Barcelona
November, 2012

12 SELLBYTEL
Barcelona
January, 2013

13 CICR
Geneva
February, 2013

14 NATURA BISSÉ
Barcelona
December, 2012

15 FREIXENET
Barcelona
February, 2013



A HOME AWAY
FROM HOME



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There is one EU city in almost every country in the world. Each issue, ON profiles one of these spectacular and cosmopolitan cities.

ON the MAP

MUNICH

The German home of one of European University's four main campuses, where thriving economy combines with a dedication to natural beauty and innovative ideas meet emblematic architecture.

by Dr. Till Krause



MUNICH

**TRADITIONAL,
TECHNOLOGICAL
& TRENDY**



Munich is much more than beer and roast chicken at Oktoberfest. It is Germany's major economic power – yet they take their energy from quite unusual sources. Come with us on a tour of a city that is rich in tradition – and buying power.

If you are looking for economic power, outstanding quality of life (and a functional airport), Munich is your place. Monocle calls it “the world’s most livable city” due to its many parks and enviable location near the Alps. In the list of most affluent regions of Germany released annually by the research firm GfK,



To truly understand Munich, you need to walk the city.

Munich and its surroundings occupy six of the top 10 spots. Unemployment in Munich is at 4.2 percent; the lowest of any German major city. No other city is home to more companies from the German stock market index DAX; seven of the 30 most powerful German companies reside here.

To truly understand Munich, you need to walk the city, where you will meet inspiring people, see mind-blowing architecture and even learn how Munich turns everyday waste into energy on a daily basis. Let us show you why this city was chosen as one of European University’s four main locations and as the destination of one of our most popular annual events: the EU Oktoberfest Alumni Event.

Munich was founded in 1158 by Henry the Lion, Duke of Saxony and Bavaria

The city covers 310 square kilometers, that’s 4,800 football pitches. Go FC Bayern!

Munich is the second most-popular German city travel destination, after Berlin

MOBILITY

Arriving from the south, you will spot a 100-meter windmill that produces 2,300 megawatt hours of clean electricity per year. Now, you might not think windmills are beautiful, but thanks to a city-rooted beautification plan, this one stands out. Its 66-meter rotors were decorated with more than 9,000 LED lights, and thus



Public transport handles more than 400,000 passengers daily.

turned the generator into “the world’s largest Christmas star”.

Even though the city has a good infrastructure for cars (including electric ones, with battery charging stations at neuralgic points), rush hour can be quite a drag and extend well past 19:00. Public transport is a good alternative, with seven subway lines and dozens of busses transporting more than 400,000 people on a daily basis.



Munich Subway Project. Photographs by Nick Frank. Find more at www.iso72.de

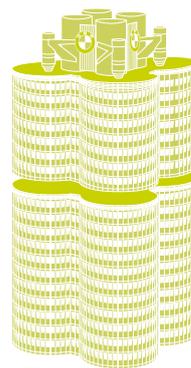
ARCHITECTURE

Munich was widely destroyed in World War II, and many of its old buildings have since been restored – quite often with a more ecologically-friendly plan in mind. This has left the city with an eclectic blend of old and new architecture (with a twist). According to a referendum, no building within the center may be higher than the city’s main 100-meter church tower: Frauenkirche. Germany’s most sustainable office building, the

headquarters of Versicherungskammer Bayern, has a rooftop garden and innovatively uses rainwater to save more than four million liters per year. If sustainable architecture strikes your chord, catch the subway to Olympia Einkaufszentrum and visit BMWWorld – a futuristic, solar-powered masterpiece that seems to defy the laws of gravity and has been dubbed “the shrine of German engineering” (even though it was built by Swiss architects).

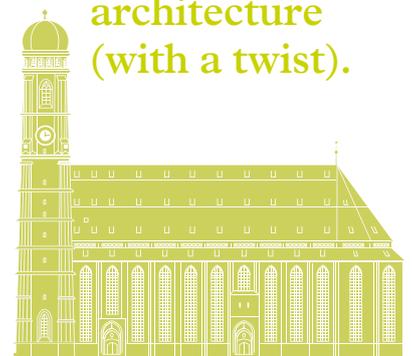


Eclectic blend of old and new architecture (with a twist).



01

02



03

01
BMW HQ

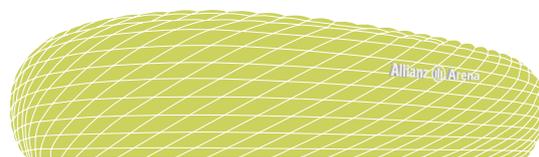
Karl Schwanzer
1973

02.
FRAUENKIRCHE

Jörg von Halsbach
1494

03.
ALLIANZ ARENA

Herzog & de
Meuron
2005



ECONOMY

Munich is the ideal micro example of why Germany is the strongest economy in the European Union. With a strong history of family businesses, innovation and solid automotive engineering, this city model is one to succeed by.

Munich is big on retail; Maximilianstraße is one of Germany’s most iconic and exclusive locations for luxury shopping. The good thing is: Munich also has a rich history of small business owners who sell what they love with passion and diligence – without selling out.

Sure, you find the same generic chain stores that you see in Milan, Mumbai or Montreal, but from the moment you enter a store called Stancsics, located within walking distance from the central Karlsplatz, you experience a shop with its own unique vibe. If you love chocolate as much as this author, you may not want to leave. Ever.

“I am proud of my Kaufmannshehre, my merchant’s honor”, says Sylvia Stancsics, who founded Munich’s best gourmet chocolate store in 2004. She is a good example of how someone can find their niche in an economy that too often focuses on mass production instead of the individual customer. Her products come mostly from local manufacturers and her staff is knowledgeable and

friendly. Quality has its price – but Munich can afford it: the city has the highest buying power of all German major cities – more than €26,000 per capita. The GDP is well over €53,000 and exceeds Bavaria’s average by more than €20,000.



The city is a center of family-owned enterprises.

The money comes from a variety of sectors – with manufacturing being relatively high at 13.5 percent. Global players like BMW, Siemens and Bosch among others, have their facilities just outside the city center, and let’s not forget the city’s breweries like Paulaner and Augustiner which give Munich’s air a hint of roasted hops.

There is a thriving corporate infrastructure close to the river Isar, and present through-

out Munich’s neighborhoods. Almost a quarter of people work in property, consultancy and business services – from small consulting firms to the world’s major reinsurance company Munich-Re. Munich is the top choice for international companies as diverse as McDonald’s, Red Bull, Microsoft and Apple, all of which have their German headquarters here.

The Bavarian capital also has a strong family business presence. Munich’s focus on tradition and family values makes the city a center of family-owned enterprises. These range from small, boutique retailers like Stancsics Chocolate Store to mid-sized companies such as the downtown gourmet haven Dallmayr and global players like the Schörghuber group, with 6,500 employees and €170 million in revenues in the last year. The city invests in many programs to support its entrepreneurs – “we are the leading German city and we want it to stay that way” says the city administration’s economic chairman, Dieter Reiter.

BEST OF MUNICH

Check out ON’s top picks for Munich



Best Restaurant Concept
Pavesi Picnic



Best Travel Tip
Lufthansa Airport Bus



Best View
Alter Peter Church



Best Place To Stroll
English Garden



Best Landmark
Neues Rathaus



Best Modern Building
Allianz Arena



Best Burger
Wagyo Trüffel at Cosmogrill



Best Big Festival
Oktoberfest

01. Pavese Picnic 02. Lufthansa bus
03. English Garden 04. Oktoberfest

NATURE

Munich’s small-town appeal is quite unique to Germany’s third largest city, which is home to no fewer than 1.3 million inhabitants. Stress is nowhere to be seen, despite the city’s reputation for attracting hard-working people (who also enjoy relaxing in one of its countless parks or beer gardens). When in Munich, you must stop at the popular Gärtnerplatz, a square in the trendy neighborhood of Glockenbachviertel, where galleries, bars and theaters dominate the scene.

Not far away, you can buy the best sausages, made from happy animals, at Hermannsdorfer (Frauenstraße 6), a family butcher’s business that is a leader in sustainable farming. “People in Munich really care about their environment – many of them grew up in the surrounding countryside and they are aware of nature’s beauty,” says Karl Schweisfurth, the Hermannsdorfer founder’s son, who is currently running the business.

At the Isar riverbank, we find Munich’s recently renaturalized city river, one of the major inner city green projects in recent years. It took seven years and over €35 million euros to free the once-dirty river from a corset of concrete and turn it into the free-

flowing, clean water landmark it is today. Further south along the river is Tierpark Hellabrunn, one of the oldest and greenest zoological gardens in Germany. Five years ago, the zoo unveiled a custom-built biogas power plant, designed to turn animal waste into electricity. With the help of its resident female elephant, Mangala, who alone produces 2,000 tons of ex-

■■■■■■■■■■

Stress is nowhere to be seen, despite the city’s reputation for attracting hard-working people.

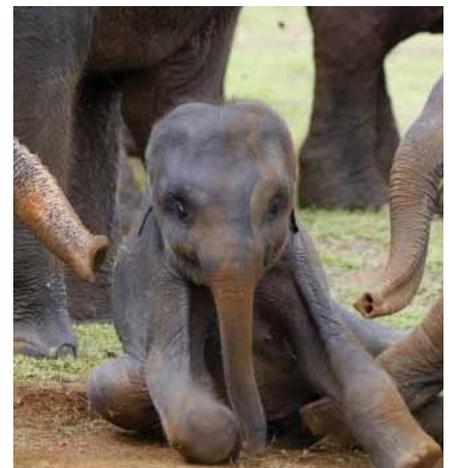
crement per year, the plant saves the city more than 190 tons of CO₂ annually. The Munich City Utilities company SWM has vowed that by 2025, 100 percent of Munich’s electricity will be produced with green technology. That means enough electricity to power all the city’s households and the entire public transportation system.

By 2025, Munich’s electricity will be 100% green

Mangala, Munich Zoo’s resident elephant, saves 190 tons of CO₂

Dedication to sustainability is something EU & Munich share

Tierpark Hellabrunn is one of the oldest and greenest zoological gardens in Germany



Hotel Bayerischer Hof

Among Munich’s family-run businesses, it doesn’t get much more grand and luxurious than the Hotel Bayerischer Hof. Guests are offered extravagant comfort and faultless hospitality, seamlessly combined under the renowned Volkhardt name. In their words: “hospitality has a long tradition with us.”

The hotel has been part of the Volkhardt family since 1897, passed down from generation to generation, and now in the very capable hands of Owner and CEO, Innegrit Volkhardt. European University is proud to count Innegrit as one of its King Fellows and delighted to continue the tradition of holding its annual Munich commencement ceremony in this opulent setting.

The Bayerischer Hof Hotel, one of the Leading Hotels of the World, offers everything one would expect from a luxury city-central hotel. There are restaurants and bars to choose from, as well as an array of entertainment options, boutiques and an expansive spa in which to utterly unwind. Add to this the family touch, and you simply can’t go wrong.

Follow the wishes of the Volkhardt family and “feel at home”.



www.bayerischerhof.de



Auf wiedersehen!

Even just a quick over-view of the city gives you an idea of why European University chose Munich to establish its fourth main campus. In the Bavarian capital, economic power and eco-friendly architecture combine with laptops, lederhosen, family-rooted ethics and a dedication to sustainability. It's the perfect location for students who want to be surrounded by both tradition and modernity in the world of business and is certainly a city to watch.

EU MUNICH FACTS

1992

was the year of foundation, with only 20 students

Undergraduate & Graduate

The Munich campus offers all EU programs

Academic Dean

Sascha Liebhardt



Notable alumni

Oliver Haarman,
Co-founder of KKR and Searchlight Capital Partners

Johannes Stuck,
GT race car driver

Ayodeji Akanbi,
Technical Director, Busicon Group



Location

Theresienhöhe 28, 80339 Munich

Guest speakers have included:

Dr. R. Seetharaman,
CEO of Doha Bank

Johannes Seibert,
Head of Marketing BMW Germany

Thomas Caric,
Head of Windows and Office Category Marketing, Microsoft

Yves Leterme,
Former Prime Minister of Belgium & Deputy Secretary General of OECD

ALUMNI EVENT OKTOBERFEST

Each year, EU holds an alumni event at Oktoberfest, where guests catch up with old friends and enjoy a mug or two of strong German lager.

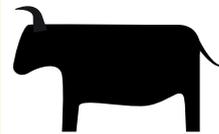


6.9

million liters of high-octane beer brewed



Beer is served in the Maß, a huge mug that contains 1 litre



The guests ate 116 oxen and 57 calves



63,000

Security guards confiscated a total of 63,000 empty beer glasses that visitors had tried to smuggle out of the tents as free souvenirs



310,000

The festival grounds on Theresienwiese cover 31 hectares

4,500

items handed in to the lost property office included:

- 950 identity cards
-
- 480 mobile phones
-
- 400 sets of keys
-
- two wedding rings
-
- a hearing aid
-
- two French horns



Check out the EU Oktoberfest video capturing this QR code

MICRO- MANAGING



THE FAMILY BUSINESS FRENEMY

Micromanagement can be a potential problem in family businesses, sometimes posing challenges for non-family employees. Well-defined strategies and procedures can help managers avoid becoming micromanagers.

A common plague for business owners and managers is a little thing known as micromanaging, or, as employees often refer to it, “my control freak boss.” It is a common management style, especially in family businesses, although it is definitely not the most effective way to motivate employees.

The Greater Washington DC Family Business Alliance, an organization dedicated to providing a central hub for family businesses in the DC area, confirms, “Micromanagers may have the best of intentions. They may simply be focused on protecting the business from mistakes [but] micromanagement fosters employee indifference and dependency, the result of which is decreased productivity, low morale [and a high number of employee resignations].”

Ron Fedderson, from Atticus Management, a family business consulting firm in Canada notes, “Rather than improving the business... micromanaging commonly leads to other mistakes which ultimately limit the company’s ability to reach its potential.”



“Micromanagers may have the best of intentions. They may simply be focused on protecting the business from mistakes [but] micromanagement fosters employee indifference and dependency...”

Still not a believer? The *Harvard Business Review* case study: *The Micromanager* might change your mind; it says that micromanaging is common in family businesses in part because most families have issues trusting anyone outside the family circle along with an intrinsic fear that most employees don’t understand the family’s vision.

So, are you micromanaging your employees? Ask yourself:

1. Do you constantly ask your employees for updates because you “just want to know?”
-
2. Do projects often fall behind while staff is waiting for your feedback or approval?
-
3. Do you often redo or take over employee projects?
-
4. Do you believe you could do a better job on most tasks than your employees?

If you answered yes to two or more of these questions you may be an unaware micromanager. So, how can you counteract your micromanaging tendencies?

First, take a step back and reflect. As a manager, you have more important things to do than overseeing every employee’s work. Refocus your energy and prioritize those high-value, high-risk areas of your business that demand your involvement.

Before stepping into a project, be sure to ask... am I the only person who can complete this? If the answer is no, then do you really need to get involved? Here are a few other steps to counteract your predisposition:

1. **Quality recruitment.** When hiring employees, be sure to choose capable people for your organization.
2. **Provide adequate training.** Job training can prevent many errors as it allows employees to better understand expectations and tasks for their position.
3. **Don’t worry about “the how.”** Give employees clear instructions of “what” you want accomplished and let them figure out the rest.
4. **Get rid of bottlenecks.** By seeking approval on every task you are ultimately reducing your employees’ efficiency. It can also create added stress on their workload because they are now responsible for tracking and remembering what has or has not been approved. Give them some freedom to make decisions on their own and you will see better results.

ON



60% of employees who are micromanaged want to leave their jobs

Only 10% of a manager’s job should be done in a micromanaged way

Detrimental effects of micromanagement can extend beyond the office

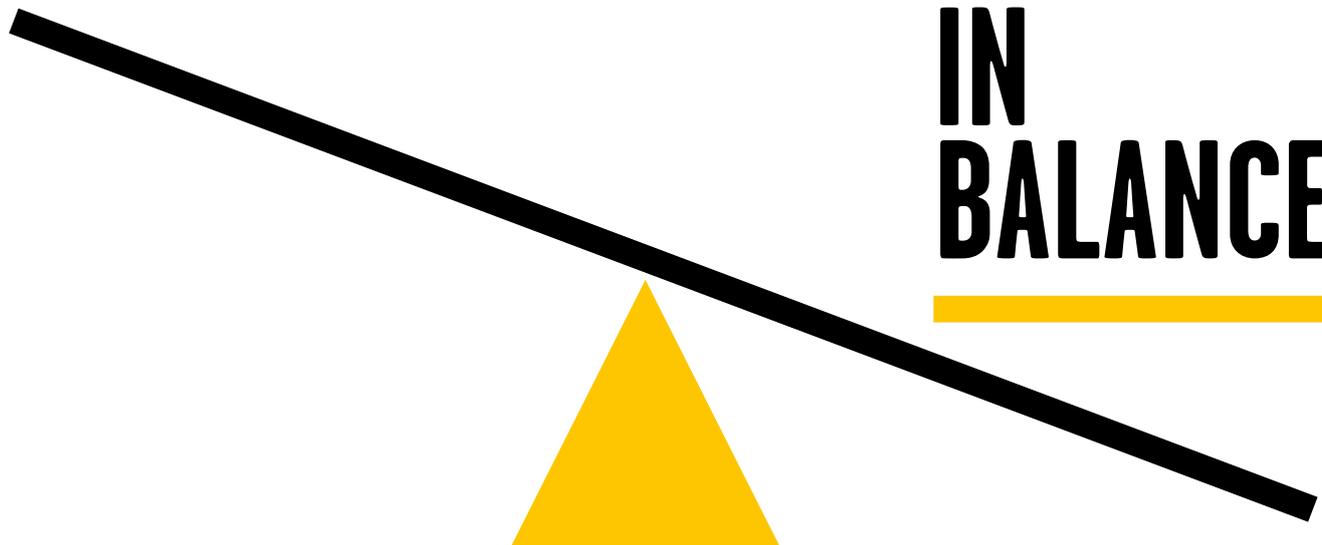
There is a documented correlation between stressed employees and rising heart disease numbers



FAMILY BUSI- NESSES:



A LESSON IN BALANCE



Family business expert and author, John L. Ward, says that “Keeping a family business alive is perhaps the toughest management job on earth.” ON takes a look at the peaks and pitfalls of owning, running and working for a family business; from surviving recessions and retaining staff to navigating family politics and overcoming power struggles.

Managing and running a business is a very challenging process. Family politics can be problematic; hard to maneuver and sometimes even survive. The two institutions of business and family can be complex on their own; adding them together multiplies complications. Families must strike a delicate balance between the business and the family in order for both to thrive.

By definition, a family business requires at least two members of the management team to be from the owning family. But a family business is so much more complex than just a combination of membership and ownership. It also denotes entrepreneurship, a cohesive vision and a union of business and life.

The term “family business” tends to have a rather small scale connotation, when in all actuality; family-run businesses are an integral part of the world economy, currently comprising 30 percent of all companies with sales of over \$1 billion. In the U.S. alone, 90 percent of businesses are either owned or controlled by families; they account for 50 percent of the nation’s employment and are responsible for half of the country’s Gross National Product. In the U.K., family firms produce a quarter of the country’s GDP, £1.1 trillion in revenues per year, and employ 9.2 million people, equating to two of every five private sector jobs. The facts are quite impressive; but how do family businesses compare to organizations without bloodlines, and what makes them different?

SLOW AND STEADY WINS THE RACE

In contrast to their competitors, family businesses are defined by consistency and their desire to survive in the long-term, rather than to just make a quick buck. Family-led enterprises often don’t see very high profits during periods of economic stability; however, they also tend to suffer less during recessions.

Qualities like frugality and an aversion to unnecessary risks contribute to the success during economic dips; some experts attribute this phenomenon to the familial obligations felt by those making decisions. Family members in charge of an enterprise generally feel a heightened responsibility to succeed, due to dependency from other family members and often, an inextricable link between the company and the family’s personal life and solvency.

For founders who are parents, it is more important to secure a future for their children than to live in the lap of luxury, and as such,

they will always keep some money stored away for times of financial difficulty; money which other entrepreneurs would quickly invest.

In the case of successors, the main goal when running their inherited family business is to “keep a good thing going.” In other words, they are not willing to take big risks that would jeopardize that which previous generations have built and maintained.

These principles are reflected in a study conducted by Credit Suisse in September 2012, which stated that in the preceding year, 60 percent of family enterprises grew by five



Family-run businesses are an integral part of the world economy.

percent or more, with one in 10 recording a growth of over 15 percent. European listed businesses, in comparison, recorded a one percent fall in revenues. It is historically popular for family businesses to thrive during economic recessions such as the one we are experiencing today; in fact, the Kennedy, Rothschild and Rockefeller families all dramatically increased their fortunes during the Great Depression.

The monetary benefits to family businesses don’t just come during times of economic woe. According to *Harvard Business Review*’s article, “What You Can Learn from Family Business”, between 1997 and 2009, family businesses showed a higher average long-term financial performance than non-family businesses. This is why family-controlled enterprises are often emulated by other organizations who want an equal level of success; international corporations Essilor and Johnson & Johnson are two such companies employing this strategy.

IN FAMILY WE TRUST

Beyond financial profits, family businesses also carry numerous intangible rewards. Employees working within non-family businesses sometimes work for years attempting to build a trusting, working relationship with colleagues. In a family business, this is not a problem, as trust and family are inextricably linked and often embedded in the company culture. In a recent U.K. poll conducted by Shulmans LLP, 70 percent of respondents cited trust as a reason for starting a business with a family member. In addition, it is wide-

ly agreed that family businesses make more of an effort to retain staff members, with 77 percent of those questioned in a PwC survey believing that family businesses feel a greater responsibility to create jobs and keep staff members, through both the highs and the lows experienced by every business.

While financial solvency and trust sing family business praises, there are also potential problems that can arise from such a setup. Allocation of power, positions, responsibilities and tasks are some of the most notable causes of such disagreements. In addition, differences between personal ambition and business goals; the hiring and firing of non-family members; and decisions regarding the direction of the company can be the logistical nightmares that bring an end to most family businesses.

WALKING THE LINE

How can common causes of collapse be avoided? A structured communication process should be devised and followed from the company’s conception, and guidelines regarding the business’ structure, recruitment of external employees and treatment of such colleagues put into place. Mission statements, goals, responsibilities and day-to-day tasks should be clarified from the founding, or as soon as succession becomes an option. There should be a structured process designed to ensure that every member of the family is



Family businesses carry numerous intangible rewards.

aware of their role(s), responsibilities and future path within the organization. A neutral, external contributor can be of great help in this process and can help ensure the company’s future success.

Entrepreneur magazine’s “10 Tips for Working with Family Members” article says that there should be a well-divided line separating work and personal relationships. Interaction between family members takes place both at home and in the office, and depending on the setting and situation, the behavior of each individual should alter accordingly. For example, a sibling who is in a more senior position than another at work should not automatically assume higher status within the family unit.

Important Family Businesses in Europe

(Amounts in billions)



Piëch Family
Germany
€159.34



Agnelli Family
Italy
€83.86



Quandt Family
Germany
€68.85



Albrecht Family
Germany
€56.00



Mulliez Family
France
€44.37



Oeri/Hoffman Family
Switzerland
€35.37



Arnault Family
France
€23.66



Kamprad Family
Sweden
€25.17



Bettencourt Family
France
€20.34



Hayek Family
Switzerland
€5.62

Source: CampdenFB 2011

Personal feelings, whether positive or negative, should never enter the equation in a professional capacity, and methods used to deal with problems at home and at work should differ. Family members may be reluctant to criticize or discipline fellow family members in the workplace, or alternatively may be inclined to treat them as they do at home. Drawing a well-defined line between professional and personal relationships is vital to the maintenance and success of a business. At work, family members should be treated as colleagues rather than as relatives.

PASSING THE BATON

The allocation of responsibility in succession is another issue that can jeopardize the success of a family-led business beyond the first generation. According to The Family Business Institute, 70% of family businesses fail during the transition into the second generation. The question is, how can an enterprise overcome such negative odds?



Succession is an issue often overlooked by family businesses, despite its evident importance.

In order to successfully transfer ownership to the next generation, both planning and organization are vital. Many businesses neglect to recognize the importance of such strategizing. In a recent PwC survey of 2,000 family businesses, 41 percent of respondents confirmed that they would pass on ownership and management to the next generation of their family; although over half were skeptical of the future leader's ability. With this in mind, a quarter of the 2,000 respondents stated that they would bring in external management and 17 percent intended to sell or float the business, citing lack of skills in the next generation as a deciding factor for this decision. Another 12 percent remained undecided.

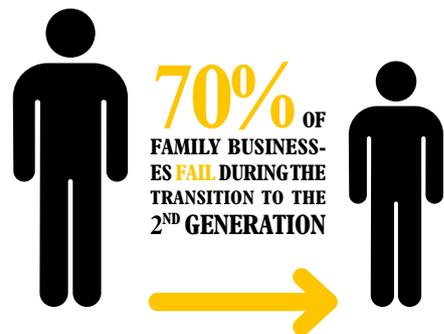
Succession is an issue often overlooked by family businesses, despite its evident importance. PwC believes that many family-run enterprises underestimate the effects succession can have and the resulting impact suffered by the business itself. Experts advise planning ahead, understanding the problems that may arise and putting together a

detailed plan in order to avoid disagreements, misunderstandings and potential problems.

If succession occurs while successors are already part of the business, contributions from all family members enable those involved to share strengths, weaknesses, opinions and ideas, thereby ensuring that the family benefits from each member's knowledge and point of view. If business direction is to remain consistent throughout generations, steps must be taken to ensure that all parties involved understand such direction and are in accordance, so that an appropriate strategy can be put into place. Future leaders should be trained and prepared for taking over the business to avoid the company becoming one of the 70 percent of businesses that do not survive into the second generation.

No two families are the same, so the dynamics of family businesses in general can't be packaged into a neat case study or text book chapter. This is part of the reason why EU has dedicated a whole undergraduate degree to families in business.

Like non-family companies, family businesses have both their positive and negative points. At face value, the negative aspects stand out: the complexity, complications and inevitable fusion of personal and profession



al relationships. However, despite its difficulties, being part of a family business is immensely rewarding. Each individual enjoys the rare privilege of working within a network of stability, trust and understanding; qualities that are invaluable in the business world.

Even today, family figureheads and entrepreneurs are registering their businesses, copywriting their trademarks and patenting their inventions. They, and their family business predecessors before them, all share a common dream: that one day, their last name will stand alone as a symbol of success, unity and, of course, family.

ON



EU LAUNCHES BACHELOR OF ARTS IN FAMILY BUSINESS MANAGEMENT

In the fall of 2013, EU will launch its new Bachelor of Arts in Family Business Management. This brand new and innovative curriculum focuses on giving students traditional business knowledge, in addition to the family-oriented skills needed in order to succeed as a family business.

“There are currently few institutions that specialize in Family Business Management, none of which are in Europe,” said Luc Craen, Managing Director for EU Switzerland, “and with such unique needs, it is crucial that the second and third generations of a family business are properly equipped to handle family business needs.”

The Family Business Institute, a professional service firm dedicated to serving the needs of and providing information about the world of family businesses, notes, “[roughly] 30% of family businesses continue into the second generation, 12% are still viable into the third generation and only about 3% of all family businesses operate [past] the fourth generation.”

Sixty-five percent of EU students take their EU education back to family firms. As this average has been consistent among students across all campuses for the past few years, the university considered that it had both the audience and the experience to launch a program of this kind.

Those who come from and plan to work in a family business will need a particular set of skills in addition to traditional business knowledge, including family business dynamics; ownership and succession planning; risk management; and family finance.

“One of the biggest issues surrounding family businesses is succession planning,” according to European University Munich Academic Dean Sascha Liebhardt. “The curriculum for this degree program puts an emphasis on the business skills needed for day-to-day activities, and more specifically, the needs that are particular to family businesses, including succession planning, governance and family business dynamics.”

The program takes six semesters to complete, with the first intake for the degree beginning in October, 2013.

ON

CUIT BAR&LOUNGE



Its unique design, inspired by local Catalan architecture, is the perfect setting to unwind and taste some of the local flavors. Sample our traditional and innovative Spanish platillos or the best steaks, while you sip our signature cocktail.

OPEN DAILY FROM 11:00h - 01:00h



RLife LIVE brings the best new music and exhilarating events to Cuit Bar & Lounge and the Renaissance Barcelona Hotel. Link up with us on Facebook and hear about all upcoming events.

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ON PEOPLE



THE STUCK FAMILY TALKS SPEED, SUCCESS & STUDYING

Stuck family racing legend Hans-Joachim and his sons, Johannes and Ferdinand, also drivers and current EU students, give us an insight

into the world of racing, how they slow down when they're not on the race track and the inspirations that drive them.



HANS-JOACHIM, JOHANNES & FERDINAND STUCK

A Family in the Fast Lane

Three generations of fast cars, gasoline infusions and punctuality.

You showed up ten minutes early for the interview.

J: I guess we are very much focused on never arriving last...

Hans-Joachim Stuck, you have been German touring car champion several times and won the 24-hour race at Le Mans twice. Your sons are also very successful drivers. Would you agree that the Stucks are Europe's fastest family?

H-J: We have a passion for fast cars, racing, so I guess it's true. My grandfather was a race driver, I am a race driver and now I sit here

with my sons who follow our tradition.

What is the best thing about velocity?

J: Funnily enough, going fast is not really fascinating.

You've got to be kidding me: you are a race driver and tell me speed is not important?

J: You get used to it and it loses its magic. What amazes me is: you have a car – a highly-engineered piece of technology – and you try to take it to the limit. Finding this limit, testing it and trying to control it; that is the power.

H-J: I totally agree. The sheer speed is really not the priority. A Formula 1 car goes up to 330 kilometers per hour. An Aston Martin could go just as fast on the German highway. The key is: keeping control over your car.

How can you keep control when you go more than 300 kilometers per hour?

H-J: All a matter of practice and concentration. My speed record is 407 kilometers per hour, at Le Mans. At this speed you do not see the strips on the road anymore – it all appears like one single line. And keeping control under such circumstances requires a lot – because

everything counts: temperature makes a difference; amount of wear on your tires and so on. Speed really is not such a big deal.

J: Did you know that the speedometer is the smallest scale on a racecar's dashboard?

What is the biggest scale in a racecar then?

J: Everything that shows parameters that indicate damage: oil temperature, gear temperature, rev sensor, things like that. Those are the facts you really need to know. Speed is only the result of a well-working car, its technology and, most of all, the driver.

What do you like most about car racing?

F: It becomes part of your life. I really feel it after the winter break, when I have not been in a car for a couple of months. I really miss the feeling of acceleration. It is in my blood I guess.

H-J: Yeah, we have something like a gasoline infection in our family!

I really like that term. So where does the Stuck family's gasoline infection come from?

H-J: I remember riding cars with my grandfather when I was eight years old. He would stop the engine and let me take control of the steering wheel when he was driving downhill. It was a big deal for me! The feeling of being responsible for such a great car – I will never forget this. I guess this got me started.

J: My fascination really came when you, dad, competed in your Porsche against a McLaren, I think it was in 1996, I was ten years old. It was the first time that I really understood what was going on: the technology behind it, the philosophy of the drivers, all that. There is a lot of perfection involved.

F: For me it's making very fast decisions. There just isn't time to think about things.

Is this something that helps you outside the cockpit as well?

F: Definitely. I once had my reaction time tested in a standardized test. It was a fraction of the average. I guess we are trained to think really fast about things.

J: I once read a great book that was all about decision-making. There are rational decisions and emotional decisions. Emotions are often driven by instinct, something rooted deeply in our system. And often they are just a faster way to get to a rational decision. I guess as race drivers we are trained to take advantage of that. We do not always have time to think everything through. We come up with a solution very fast.

H-J: Which is great because we live in fast-paced times. We can cope with them.

Johannes and Ferdinand - you are both studying business at EU. What have you learned as race drivers that helps you in the business world?

F: There are many parallels: for example, as a public figure, you must perform at a high level and in front of an audience. International experience and presentation skills matter in both worlds.

J: I learned how to understand the underlying economic mechanisms of everything. Racing is more than just driving the fastest car. It is about finding a sponsor, getting publicity, meeting the right people. I enjoy all of it. Motorsport is a very expensive world. You need powerful partners.

What can a good manager learn from a race driver?

J: How to be a great leader. As a driver, you are in the spotlight; all eyes are on you...

F: ...even though the mechanics do a great job, which is just as important!

J: That's right – and you need to motivate your team, this is crucial to success. You learn about structure, teamwork and coping with difficult circumstances. It's a perfect sport for managers actually.

Any problems leaving the sport behind when driving your normal cars through normal city traffic?

F: We don't get more tickets for speeding than other people, if that's what you mean...

H-J: Maybe we even have a lower risk of driving recklessly in normal traffic.

Why?

H-J: Because we have the opportunity to fulfill our need for speed on the racetrack. When I drive my normal car, I am very relaxed.

ON



Großvati Hans Stuck

The Stuck family legacy began with Großvati Hans Stuck (1900 – 1978). Born in Warsaw, Poland on December 27, 1900, he enjoyed great success in Grand Prix motor racing for Auto Union during the 1930s, the era of the "Silver Arrows". Hans is also remembered for his impressive hill climbing achievements, which earned him the nickname "Bergkönig", "King of the Mountains".



Hans Stuck (1936) Auto Union Type C



Hans-Joachim Stuck (1976) BMW 3.0 CSL



Ferdinand & Johannes Stuck (2011) Lamborghini Gallardo LP560 GT3

PETER BRABECK- LETMATHE

*Nestlé Board President
Sees Murky Future
for Water*

President of the Board of Nestlé and proud father of EU Alumnus Nicolas, Peter Brabeck-Letmathe, talks to De Standaard columnist Mia Doornaert about water, his concerns for its future and what he and the Water Resource Group plan to do about it.



Peter Brabeck-Letmathe excuses himself briefly during our interview. His assistant tells him that Ban Ki-moon is on the line. The General Secretary of the United Nations and the President of the Board of Nestlé share a pressing concern, the conservation of the most vital resource of our planet: water.

Peter Brabeck-Letmathe is sounding the alarm bell: “We will run out of water before we run out of oil”. Everybody worries about the exhaustion of world fossil fuel resources. But urgent attention is needed for the depletion of a much more vital resource, he says. “We are using 10 percent more water than what is sustainable in the long term.”

How did you come to be concerned with the issue of the future availability of water on our planet?

Nestlé was celebrating its 140th anniversary and I [began to think] about what the world will look like when we celebrate our 280th anniversary and what issues we should address today to make sure that there will be a 280th anniversary. I came down to only one urgent, vital issue: water. It is very simple, without water there would be no life.

It seems like an unexpected conclusion to come to at a time when everybody was, and still is, talking about global warming and climate change?

Yes indeed, and it took me some time to get there. When I first started thinking about the water situation, I thought there might not be a problem because nobody seemed concerned about it. Everybody was talking about CO₂.

We are already using substantially more water than is sustainable. If we're already using 10 percent more water than we should be, getting Nestlé to 280 years is not going to happen.

How did you manage to draw attention to this underreported issue?

I'm on the foundation board of the World Economic Forum. I asked our founder whether I could talk about water one day in Davos. There were only 10 of us in the room, but we were 10 people who knew about water. There were representatives from the World Bank, a few NGOs, and then two other large companies. The outcome was loud and clear: we might have global warming in a hundred years, but we are running out of water now. From there, we went on to create the Water Resource Group.

If we use up 10 percent more water than the earth can sustain, where does that water come from?

The answer is very simple: we get part of it from our environment. We are drying out the lakes; we are drying out the rivers. Five of the biggest rivers don't bring water to the sea anymore because they are drying out. And the other part we are taking from the aquifers, the geologic formations where groundwater is stored and which were created hundreds of thousands or millions of years ago, exactly like oil.



“Washing my car, filling up my swimming pool, watering the golf course, are they human rights? I don't think so.”

On your blog, you describe the problem eloquently and strikingly: “Because it is more gradual than hurricanes or volcanic eruptions, fires or floods, yet harder to escape than local drought and hunger, the risk posed by water scarcity is complex, silent, invisible and global.” How can you break through the silence and invisibility of this long-term threat to our planet?

We've come a long way since we started. We've attracted more and more people who are knowledgeable about the issue. We became a hundred and established ourselves as the Water Resource Group in the World Economic Forum. We then integrated development agencies, from Switzerland, Sweden and Korea. We also have the Inter-American, African and Asian development banks, as well as the World Bank, and a member of the World Bank Group, the International Finance Corporation (IFC) on board. We already work with five governments on pilot projects, and this year we are going to expand into another three.

So what we are doing now is bringing all the know-how that we have, all the possible solutions we have worked out, and working with governments to establish national water plans which try to re-equilibrate the water demand and the supply.

Some important NGOs say water is a human right, not a matter for profit. What is your answer to that?

Of course water is a human right, the five litres of water a person needs for hydration, and the 25 litres needed for minimum hygiene. That's a human right. And every government should ensure that everybody has access to that. But this water accounts for one-and-a-half percent of the water that humans are using.

What I am saying is, washing my car, filling up my swimming pool, watering the golf course, are they human rights? I don't think so. As long as you are not willing to put a price on this water, it's going to be used in the most irresponsible manner.

Is it counterproductive to say water should be free?

Of course. Anything that is free is not going to be efficiently used. You have to give water a value. If we use water more efficiently, we can feed and sustain ten or eleven billion people. But first we have to completely change the way we use it. About 70 percent of water is used in agriculture. If we all had the efficiency of a country like Israel in agricultural usage of water, we would not have a problem.

How do you explain the little attention the seemingly urgent situation receives from NGOs, press, media?

I just talked to UN General Secretary Ban Ki-moon and he will make water a major issue. We have the World Water Day, which helps raise awareness. We have more governments that are willing to work with us, and we have really capabilities to work with them, to provide them with advice, people and training. So, the awareness of the problem is really growing.

You've established a successful career in the business world. What would be your advice to MBA graduates starting out on a career?

Whatever you do, do what you really want to do. Otherwise, you will have a frustrated life. We all have to get up in the morning. It makes a great difference whether you get up to do something which really inspires you, or if you get up simply to earn money to spend afterwards in your free time.

If you do what you like to do, you will do it better than those whose hearts aren't in it. And if you are doing it better, management will notice that. In short, do your work well and others will take care of your career.

Read the full article on our blog. 



ALFREDO TRIPALDELLA

A Great Catch

Alumnus Alfredo Tripaldella graduated from EU in 2008. He and his brother Marco now own and run his family's wholesale gourmet fish business along with their mother Gertraud. Alfred speaks to ON and lets us in on the secrets of good fish.

You work in your family's business, Moby Dick, Munich's best wholesale gourmet fish vendor. What is the secret of amazing fish?

That's simple: it is all about freshness and where the fish comes from.

Where do you get your fish?

From all over the world; Greece, France, Italy, India, Bangladesh, everywhere. My father's family is Italian, so I am there quite often. I always make sure to pass by and see our suppliers, most of whom we've worked with for over 35 years.

The fish you sell is world-class; you deliver to Michelin star restaurants. Is Germany a good country for great fish?

Yes and no. Interest is growing. Yet the niche for the very best and most expensive fish is rather small. There is stuff we offer in other places that we can barely sell here.

Why?

Quality has its price but people don't buy it; even patrons of the best restaurants. It's strange, because in France or Italy, such fish is available in major supermarkets. Take shellfish and

prawns – there is a quality available that most Germans have never tasted because they are not willing to pay the price for it.

What is the difference between a normal prawn that you would eat here and those top-quality prawns that you just mentioned?

Again: where they come from and how they are produced. The cheap ones all come from aquacultures. Often there are 1,000 prawns per square meter. No space at all. The most expensive ones come from aquacultures too, but have the same space for three prawns.

So a bit like free-range chicken versus mass-produced ALDI-crap?

Right. The thing is: to produce such quality, you need to invest. Top-level prawns like black tiger prawns cost three times as much, at least.

What is your favorite fish?

The devilfish. You can serve it to anyone, no fish bones, great taste, big fish. If you see it fresh, it doesn't look as appetizing as a salmon, but it's much better.

So when you were a student at EU – did you always have to bring fish to parties?

Not really – I remember one time in high school, we had a potluck dinner. I brought a seafood salad with great ingredients. Guess what happened?

Nobody wanted to eat it?

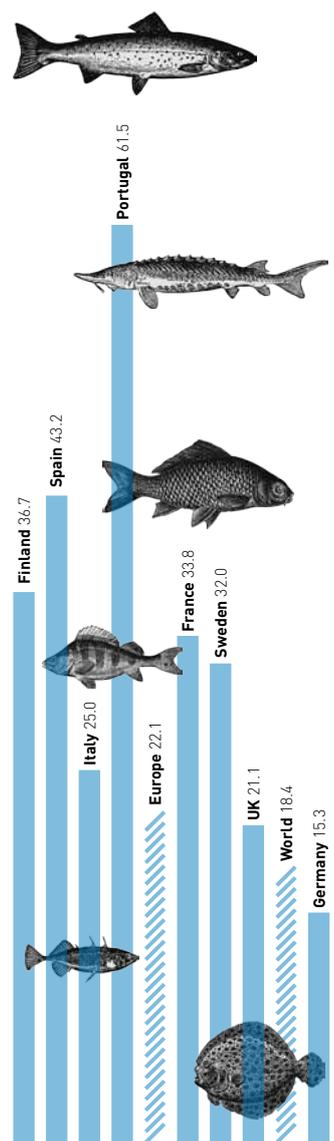
Right. Can you believe it? Even today, when I bring really good shrimp for a barbecue, people look at me like I am not from this world. They would rather have a sausage.

What should people know about fish?

It is healthy – people know this, but they are reluctant to try. Always eat fresh – most people have had a bad experience with fish, and that is because the fish was old. I mean, if you go to a really cheap sushi restaurant, what do you expect? If you want to discover a new kind of fish, you should eat it at a good restaurant first, because they know how to prepare it. It's not the fish's fault; it's how it is treated that makes the difference.

ON

Fish Consumption per Capita (Kg/Capita/Year)



Source: Fishery and Aquaculture Statistics 2010



Peter von Forstner graduated from European University's Munich campus in 2010. He is now actively working in and running his family's business, Häusler Automobiles, founded by his grandfather and where his father still works. He chats to ON about taking over the family business, what makes family companies different and talking shop (or trying not to) with his relatives.

PETER VON FORSTNER

Following in Family Footsteps

EU students take jobs everywhere – but you decided to work in your family's business. How come?

It was not planned, but I am quite happy that it happened; we are in the car selling and real estate businesses.

What makes a family business different to another job?

There is a different level of trust when you deal with your family. Plus, you are working for yourself. That is great motivation!

How did your parents react when you told them that you wanted to take over the business?

They were really happy. I have a sister too, but she has chosen a different career, which is totally fine. But when my parents learned that I wanted to support the family business, they were glad. My parents took over the firm from my grandparents, so it is third-generation now.

So when your family gets together for a celebration – do you talk about business?

We have the rule that when we meet outside the office, we do not talk about the company. Or at least: not a lot. There has to be a stop.

I know it is still early to ask – but if you have kids someday, do you want them to take over the business too?

Still pretty far away, but yeah, there are thoughts in that direction. It would be great to hand your life's work over to your children. I imagine it to be not so easy actually, to let go and give it away.

There must be a lot of trust to say: here is the full responsibility, it is your business now; make it grow. Every family is different.

Did you ever face such a conflict – where your dad made a decision that you did not agree with?

Not yet. He is still working quite actively in the business, and we are working in different branches. We have fifteen branches. I am in charge of one of them. We are not sitting together every day and making decisions in the same room.

Is a family business different?

As a consumer you might not see the difference straight away – but there are things that are quite different. You are much more socially oriented, because you have the feeling that the people who work for you are really your employees and you have known them for many years. You really feel responsible for them. And you are more risk averse.

Why?

Well, mostly because you are dealing with your own money. And you do not need to fulfill short-term expectations by shareholders. You can grow slowly, but substantially; it's oriented toward longevity and not just profit. There is much more than that.

Can a university be more like a family?

Yes. There were 25 people in my class, very different from public universities. I can compare it, because I know both systems. EU definitely has more of a family vibe. **ON**

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CONSTANTIN HEMMERLE

A Cut Above The Rest

Constantin Hemmerle graduated from European University in 2010 and is now part of his family's world-renowned jewelry business. He chats to us about the cost of diamonds, the importance of gold and what it's like working with royalty.



You come from a family of jewelers. I want to talk about the unwritten rules of jewelry.

Go ahead.

Gold is the oldest form of jewelry there is, why is still so important to people?

It is just one of the world's most powerful symbols. Status, wealth, power, they can all be expressed with gold. And the price of gold is rising all the time – because people invest in it.



If I want to marry my girlfriend and buy her an engagement ring – how much must it cost?

That is totally up to you. There is this small legend that she should not say “yes” if the ring costs less than three months of your salary. It is a total myth! I mean: it is about love after all, right? Who counts money when it comes to such an important question like: “Will you marry me?”

Is it fair to say that diamonds are a girl's best friend?

Another classic. Sure, I guess that most women like diamonds. To say that diamonds are a girl's best friend though is a bit extreme. Most women I know prefer people as friends. The attitude of expressing yourself through material possession is nothing particularly female. It can be a very masculine trait as well.

So are diamonds a man's best friend then?

Haha, I guess that could be true; just kidding. I do like to wear some decent jewelry myself.

What jewelry are you wearing?

Cufflinks and a watch.

A watch? My friend recently told me that the watch on his wrist stopped running – and he did not notice it for a week because he never looked at his watch but at his phone to check the time.

I think that you cannot compare it. Sure, there are plenty of other ways to check the time – but a watch is so much more than just a tool. It is a piece of superb craftsmanship and style.

Your family has delivered jewelry to kings and queens – what has changed since then?

We have always tried to stick to our family philosophy, creating something of the highest quality which is unique and fits the needs of each individual client. I am a firm believer that the core part of our business has stayed the same.

What is the difference between a royal customer and a regular one?

There is not much of a difference really. They both have something very important in common: although their social statuses may be different, all jewelry customers are looking for something exceptional and unique.

ON



Delicious Jewels

Hemmerle (Author, Editor)

& Tamasin Day-Lewis (Author)

Prestel; 1st Edition (March 30, 2011)

1.5 x 22.9 x 28.6 cm

The phrase “good enough to eat” comes to life in *Delicious Jewels*. Hemmerle has collaborated with chef Tamasin Day-Lewis to create this colorful new book in which photographs of stunning jewels sit alongside mouth-watering recipes. Its main stars are exquisite gourmet brooches and earrings from the historic Hemmerle jewelry company. This company's name has been synonymous with fine jewels for over a century. Diamonds, jade, sapphires and garnets bring to life various vegetables, including peppers, cabbages and peas. These breathtaking jewels are accompanied by easy-to-follow recipes inspired by the vegetables they mimic. This jewelry catalogue meets cookbook is a feast for the eyes, the stomach and the lapel.



Liudmyla Feurstein
EU Professor

Liudmyla Feurstein is a part-time professor at the European University Munich campus. She completed her Master's degree at the University of Cambridge (UK) and her other undergraduate and graduate degrees at Alfred Nobel University (Ukraine), Copenhagen Business School (Denmark) and European Business School (UK).

Feurstein has written for over 20 publications, most are peer-reviewed journals overseen by the Ministry of Education and Science of Ukraine. She worked for Danone and also as Director of International Development for Alfred Nobel University.

TEACHING EXCELLENCE: FROM APTITUDE TO ATTITUDE AND BACK

Liudmyla Feurstein gives advice on being a better professor and motivating students, via specialization, experimentation and encouragement.

A recent discussion on the service industry recruitment dilemma brought to life the idea that companies must often choose between aptitude and attitude, or polite inefficiency vs. impolite efficiency of new employees. This very same dilemma also exists in education. Professors who edit encyclopedias exem-



“Students will appreciate your efforts to diversify.”

plify best research practices and appear ubiquitously with prominent academic publishers but sometimes lack the necessary skill to pass on that precious knowledge. To this, I offer some basic suggestions for excelling at teaching:

Specialize

At business schools and universities, the faculty is normally allocated by distinct areas; this pays off in terms of proficiency development as well as economy-of-scale benefits. Also, keeping abreast of one's designated subject can trigger the spillover effect should you take a course beyond your specialty.

Experiment

Students are no longer impressed by our PhD titles or academic tenures. So how do we prove our credibility? Running a successful business or earning enough to elicit the recommended power distance undoubtedly elevates lecturers' status greatly, but unfortunately, this cannot be established immediately. One solution is to develop a diverse portfolio. Participate in courses outside your specialty or make a commitment to lifelong learning. My broad experience, from International Economics to Simultaneous Interpretation, makes it difficult for students to catch me off guard, and often the questions I get in the Service Management course are related to Accounting Principles, Research Methods, etc. Embracing the concept of business as a whole as opposed to specializing in one narrow field of study is essential.

Learn to educate

It is amazing how many renowned academics do not concern themselves with presentation skills. Variety is key; don't use PowerPoint exclusively, try Prezi, SlideRocket, video inserts or unconventional visualizations. Students appreciate your efforts to diversify. Provide them with cool and fresh examples whenever you can: a sub-

scription to industry journal(s) and regular news monitoring on and offline (like *The Economist*, *HBR* and *Big Think*) help.

Encourage

If a student is being disruptive in the classroom, there is usually a reason. They are either not interested, don't get it or don't respect you as a lecturer. Although this thought hurts the ego, lecturers should accept that the classroom is their place of work and their students' interest and attention are both requirements for career success. Trying to achieve this through aggression or strictness may work short term, but trying to understand your students' motivations and extending a human hand goes much further. It is impossible to make classes fun all the time, but you can encourage them to ask more questions by thanking those who participate and mentioning why it was a good inquiry or insight. Motivate them by integrating topics they like (e.g. social media, relationships, money, psychology, etc.) into the lectures and help them to feel good in the classroom. Passion is contagious, and a classroom where students can feel this from their professor only ignites added curiosity.



Bernie Martin
EU Professor

Over the years Bernie Martin has taught thousands of students. He currently lives in Munich and lectures on business communication, team building and academic writing at three universities. Martin has taught at many leading German companies and also offers intensive business English seminars for all levels.

LEARNING TO LEARN: THE IMPORTANCE OF UNCONVENTIONAL LEARNING

Bernie Martin tells us about his experience teaching English to children, and how unorthodox methods can often be the most effective.

I've been teaching English for 35 years, and in all that time, the learning problems have mostly remained the same.

Let's look at early learning. Children start learning even before they are born. I know this because I have four children myself. My ex-wife and I had a ritual where we would play a certain tune every evening while

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“Max didn't realize that he was learning by playing.”

she was pregnant and when the baby was born, I am convinced that the baby recognized both the music and our voices.

Within the first five to six years, babies and small children learn instinctively and quickly. When you consider that they don't have another language to compare with, it's even more amazing!

So how do they do this? They simply apply all their senses to learning.

For example, when a parent bounces a rubber ball to their baby girl and says “ball”, she then **sees** the ball, **hears** the bouncing, stops it and **repeats** the word “ball”. The baby then picks it up and **feels** its softness. Instinctively she might bite into the ball and

then **taste** and **smell** the rubber. The baby now has a picture in her mind and has used all her senses to create an association.

The brain continues to process all this information for the entire day, even when the child is asleep. By the time the child starts school she can speak her native language. Catastrophe!

In most western countries this same child is instructed to sit down, be still and listen to the teacher. Now she would only have the chance to utilize a few senses and in my opinion, the learning curve would shift from steep to almost flat. This is not the way children should learn!

Here is a true story that I would like to tell you to illustrate my point (names have been changed):

About 11 years ago my two youngest boys were attending a kindergarten for children with ADS, Down-syndrome etc.

The head teacher asked me if I would teach the children English twice a week. Driving home, I started to curse myself for taking on such a hard task, for very little money, but as it turns out, we had a blast!

I had an old cowboy hat and I told the children that when I was wearing the hat, I was not able to speak a word of German. They believed me and we then had lots of fun singing, dancing, using flashcards and drawing. After about three months, a mother came in with her son to

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“I had an old cowboy hat and I told the children that when I was wearing the hat, I was not able to speak a word of German.”

voice a complaint. She said that she was paying €20 per month to have her son learn English and that all they did during the lessons was play.

In response to her complaint, I turned to her son and had the following dialogue with him:

“What's your name?”

“My name is Max.”

“And where do you live?”

“I live in Schongau.”

“Max, what's your favorite color?”

“My favorite color is blue.”

“What are your hobbies?”

“My hobbies are football and swimming.”

Max didn't realize that he was learning English by playing. I'll never forget the look on his mother's face!



Egon Zank
EU Professor

Egon Zank is a man of many talents and is popularly known as Zank the Tank among his students and friends. Zank has had an amazing career which includes serving in the army and working with automobile companies in Germany as a moderator trainer, coach and IHK instructor. He also finds time to lecture and mentor undergraduate and graduate students at European University Munich. Zank has a degree in Business Administration and lives by the philosophy that education is done with a smile.

HOW TO SCORE TRADESHOW SUCCESS: A WELL-PREPARED AND COHESIVE TEAM IS KEY

Egon Zank likens tradeshows to world cups and discusses pre-event marketing, positive customer experiences, the advantages of overtime and working as a team.

Whenever I visit important tradeshows, I can't help but think that local businesses seem to struggle with their performance. This is unfortunate, since tradeshows are excellent opportunities to generate spot sales and identify promising leads. I would like to share some insights that can help boost any business' trade-show performance.

So what is the key to making your trade-show great? One thing is clear, when you're investing several hundred thousand (Euros, Yen, Dollars...) in a trade-show, you should get a return on your investment. Tradeshows are a lot like world cup tournaments; both events are unique, costly, have stiff competition and require a lot of preparation in order to be successful.

First, let's examine preparation. Prior to a world cup, the right players for the team need to be selected and trained. They must come together and establish a common esprit de corps (team spirit) which will enable them to go the extra mile when the pressure mounts on the pitch.

The same principle applies to the team at the business booth. They need to be trained and prepared; particularly if they have never worked together before. Every participant, from the host of the fair

to the sales advisor, has a specific role to fulfil. A formal introductory meeting which sets clear goals aligns the team toward success and team-building sessions ensure members get to know each other and build trust. Also, in order to ensure trade-show team cohesion, temporary trade-show staff should be educated about the business they are representing, its product range and services.

Location psychology is also important to keep in mind. At the business headquarters or store, the business-client relationship begins immediately. At a trade-show, the process is different; visitors flock from all



“Tradeshows are excellent opportunities to generate spot sales.”

sides and want to be informed immediately. Yet, in some ways, it is a direct extension of your own retail store or office, and inviting people into your space should be a pleasant experience.

Creating a great customer experience

In 21st century marketing, everybody talks about being different, but simply asking people

to leave their business cards in a bowl will not get you very far. The better way to generate relevant leads is to engage potential customers in conversation and to build a relationship on the floor. To achieve this, booth members should interact with each other and their customers in a fun and energetic way.

As trade-show numbers are large, it is important to divide the team into promoters and advisors in order to cover more ground. Promoters should filter prospective customers from the crowd by asking engaging questions that indicate whether the individual is a potential customer, a business partner, or just curious about the brand. Just remember that you have approximately four seconds to engage someone that's walking by. Promoters must make quick decisions about what to do next. Once a potential customer is correctly identified, they should be elegantly handed off to the advisor, who will then cater to the prospect's individual needs and requirements.

Get the right people to seek you out

About 70 percent of show attendees plan out who they will visit before even walking through the trade-show doors. This figure highlights the power – and importance – of a pre-show outreach. Getting the right kind of traffic to your booth starts before the trade-



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“You want to squeeze all you can out of this precious little time.”

show opens and includes actions such as e-mail marketing or campaigns. Define who you want to come to your booth and target them specifically. You have to give your target audience a reason to come and see you, based on your goals and objectives.

Entertain your visitors and let them play

Customers in a tradeshow are like kids in a candy store: they want to touch things. So let them. Engage your tradeshow audiences by offering touch screens and other gadgets. Visitors shouldn't have to wait for a demo or personal service; it is much more efficient if there is a way they can inform them-

selves about your product or services. They should be able to approach your product right away. User-friendly iPads or tablets simulate the same interaction. Put three or four on your stand and people will pick them up and immediately become engaged.

Do not fear overtime

When a show is almost over, the crowds dwindle and energy drains, but the job is far from over. At this point, somebody who is really serious about purchasing is walking around the show floor because they know they can spend more time with the advisors when they are less busy. If the staff looks like they are waiting for the minutes to tick by, serious customers will consider that this company is not serious about doing business. Staying energized and engaged until the tradeshow is officially over (or even longer) proves to customers that this is a business committed to the tradeshow – and to the business.

Practice makes perfect

Remember that you only have four seconds to engage someone who is walking by. You want to squeeze all you can out of this precious little time. Successful football teams like FC Barcelona train until their moves become second nature. Consequently, there is a notable difference in elegance and precision between a high-performance team like Barça and other less-successful squads. Similarly, well-trained tradeshow teams will internalize the vehicle's benefits and quickly engage the visitors in a focused conversation aimed to inform and interest them. For this approach, experienced “advisor - promoter - teams” are essential, as they will be the ambassadors of your business.

In many ways, tradeshow are like a football world cup. However, there is at least one positive exception. At a tradeshow, there can be more than one winner.

Author's Note

HGS offers fun learning experiences in the form of training and coaching to enhance employees' skills and form teams. If you want to learn more about tradeshow training, please check our website: www.hgs-concept.com.cn and contact the Shanghai office.

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- EU Events
- External Events

MAY

Industrial visit to Reuge

Switzerland
May 3

Industrial visit to Nestlé

Switzerland
May 5 (TBC)

Industrial visit to Damm Old Factory

Barcelona, Spain
May 8

Industrial visit to Blancpain

Switzerland
May 10 (TBC)

Undergraduate final exams

All Campuses
May 13-17

United Nations
International Day of Families
May 15

Alumni event at the InterContinental Hotel

Almaty, Kazakhstan
May 15, 19:00

Alumni event at the Radisson Hotel

Astana, Kazakhstan
May 16, 19:00

Summer semester 1 begins

All Campuses
May 31

JUNE

EU Munich Commencement Ceremony

Munich, Germany
June 1

Graduate final exams

All Campuses
June 3-7

EU Switzerland Commencement Ceremony

Montreux, Switzerland
June 8

Alumni networking event at the Hilton Antwerp Hotel

Antwerp, Belgium
June 10, 18:00

Alumni networking event at the Sociëteit De Witte 'The Koepelzaal'

Den Haag, The Netherlands
June 11, 18:00

Campden European Family Business Awards 2013

Paris, France
June 11

The Future of Education International Conference

Florence, Italy
June 13-14

EU Barcelona Commencement Ceremony

Barcelona, Spain
June 15

2013 ACBSP
Annual Conference
Salt Lake City, Utah, U.S.A.
June 21-24

JULY

Montreux Jazz Festival

Montreux, Switzerland
July 3-18

3rd Annual International Conference on Innovation and Entrepreneurship

Singapore
July 22

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