EFMD GLOBAL NETWORK
ACTIVITIES & EVENTS 2017
EFMD Global Network (EFMD GN) was established in Geneva to support our international offices in Asia (Hong Kong) and the Americas (Miami) and to provide a local presence and wider visibility for the EFMD brand. In 2017 we are delighted to report that another regional base has been added to the EFMD GN portfolio – a new office in Prague with 5 dedicated people is fully operational to support and develop the network in Central and Eastern Europe, Russia and Central Asia.

Personal and professional development through events, communities and networks is a cornerstone of EFMD and in 2017 we took this a step further with the launch of the EFMD GN Executive Academy for Learning and Teaching.

The Executive Academy's unique theme is “Leading with Impact” and the programme is designed to help Programme Directors, Associate/Assistant Deans of Teaching & Learning, and Senior Programme Managers become more effective in their executive roles by taking on broader and more strategic responsibility. The Academy runs three streams in Prague, Miami and Singapore and with its strong international focus it also enables participants to integrate global trends into their day-to-day work.

A great deal of work in 2017 was aimed at building awareness and brand value of new services launched and run by EFMD GN, namely the online course certification system (EOCCS), the business school impact system (BSIS) and the global talent portal (Highered).

EOCCS held its first annual learning symposium hosted by Politecnico di Milano in September, which was devoted to dissemination and sharing of best practice among all the EOCCS-certified institutions and schools interested in online learning. Building an active and engaged learning community is a strategic priority for EOCCS and we are pleased to report that there was strong engagement in the event and very positive support for developing and growing the learning community so it becomes a key reference point for quality in online learning and delivery.

BSIS had another strong year and at a time when higher education across all sectors is facing issues related to funding, legitimacy and value, it is satisfying to see how using BSIS helps business school measure and record their impact on a defined area.

Alain Dominique Perrin
President, EFMD Global Network

Professor Eric Cornuel
Director General & CEO, EFMD Global Network
Seven schools went through BSIS in 2017 with combined impacts of close to €1.5bn. Being able to tell this story to all of your stakeholders brings a new dynamic to the table when discussing impact and value. Also, one of the most pleasing aspects we have seen from the BSIS reports is the satisfaction and pride shown by staff when they realise and appreciate the positive contribution their institutions have on their regions.

HIGHERED brings great value to schools, students and companies all over the world and in 2017 over 400 individually branded schools portals were set up and 50,000 students signed up to use the service. The portal gives companies access to an exclusive pool of international students within the EFMD Global Networks and connecting with a host of companies around the world including Nike, PepsiCo, Statoil, Bloomberg, Volkswagen, Geely and The World Bank.

EFMD GN also hosted events in Australia, Brazil, Bosnia and Herzegovina, Canada, Columbia, Indonesia, Russia and the US during the year, all with a focus on quality improvement, the value and benefits of EFMD accreditations, trends and best practice in business education, and strategies for internationalisation.

Finally, via our partnership with AHRMIO, the 2017 Annual Conference took place in September and was hosted by SDA Bocconi School of Management in Milan, Italy. Over 125 participants from international and non-profit organisations came together to address the theme, “Collaborate-Empower-Innovate - the Key to Impactful Change.”
YOUR GLOBAL NETWORK

874 members

88 countries

4 offices worldwide

Americas

131
Europe
503

Africa
33

Middle East
28

Asia
142

Oceania-Australia
37
The first part of 2017 was largely dedicated to shaping the future strategy of the Business School Impact System (BSIS) and reinforcing its image via two important meetings: one between BSIS and EFMD GN management teams in March; and the second being the regular bi-annual meeting between FNEGE and EFMD GN BSIS teams on 15th May.

In early 2017, the BSIS team supported CEIBS in communicating the award of its BSIS label in 2016. During 2017, the team also worked towards completing the BSIS online data collection system in collaboration with RimaOne. BSIS involved EFMD GN member schools in testing and analysing the system. Based on the feedback received, the online system was finalised and applied in a BSIS process that took place in the latter part of 2017.

EFMD GN supported three business schools to successfully complete BSIS in 2017:

- The University of Porto, Portugal
- University of St Gallen, Switzerland (renewal)
- HEC Lausanne, Switzerland

At the 2017 EFMD GN Annual General Assembly in Berlin, 8 June, seven business schools were awarded the BSIS label. The recently awarded schools are:

- China Europe International Business School (CEIBS), China
- emlyon business school, France
- EM Normandie, France (BSIS renewal)
- Groupe ESC Clermont, France
- iaelyon School of Management, France (BSIS renewal)
- IAE Grenoble, France (BSIS renewal)
- IDRAC Lyon, France

“The BSIS process is a valuable instrument to assess and develop local impact. It has given us an international framework to review and benchmark the validation of internal impact measurement. The system has special merit for business schools, particularly for public institutions with high levels of dependence on public financial support.”

Peter Lindstrom, Director of Quality Development Services, University of St Gallen, Switzerland
So far, 28 business and management schools from nine countries have successfully completed BSIS.

BSIS attended and actively promoted its ideas at a number of international events during 2017:

- BSIS workshop at EFMD Conference for Deans and General Directors on 3 February in Ljubljana, Slovenia. The Dean of iaelyon, Jerome Rive, and the former Dean of HEC Liege, Adrian Hopgood, shared their testimonies on the value of BSIS to their schools.

- BSIS workshop at the EFMD Annual Conference on 8 June in Berlin. Yuan Ding, Dean of CEIBS, presented his BSIS experience.

- BSIS participation at ABS Finland Annual Conference Seminar on 21-22 August in Helsinki, Finland. Michel Kalika, BSIS Co-Director, presented BSIS to deans of Finnish business schools.

- BSIS presentation to business schools in Singapore in September. Michel Kalika, BSIS Co-Director, visited several top business schools in Singapore to present BSIS.

- The BSIS team along with Patricia Bradshaw, Dean of Sobey School of Business, presented BSIS at the Annual Conference of the Global Business School Network (GBSN) on 13 November in Washington, US.

- BSIS presented a session titled, “Fostering Impact and Engagement with BSIS” at the EFMD GN PRE-ANZQAN SEMINAR on 29 November. The event was hosted by the University of Sydney Business School, Australia.

"The BSIS process has been of great value to the University of Porto, its School of Economics and Management and the Business School, as it has offered an opportunity to measure the impact that we produce on the local community and beyond, as well as to reassess the expectations of our main stakeholders regarding our activities. Although many discussions have focused on the assessment and measurement of impact, an interesting question concerns the organisational consequences of 'impact thinking.’ For us, BSIS has been a powerful instrument not only to raise internal awareness but it has also influenced our management agendas as we try to develop an impact-oriented culture in our respective organisations."

José Varejão, Dean of the School of Economics and Management, and Ramon O’Callaghan, President of the Executive Board and Dean at Porto Business School, University of Porto, Portugal.
The EFMD GN Deans Across Frontiers (EDAF) Committee met on 18 January, 9 May and 11 October in 2017. The face-to-face meeting in May was devoted primarily to discussing ways of developing EDAF within the framework of the new strategy proposed at the beginning of the year, which has two key dimensions: raising the visibility and awareness of EDAF; and lowering barriers and making the system more user-friendly by increasing support for both mentored institutions and their mentors.

The meeting in May also included a joint session between committee members and EDAF mentors to share the mentors’ experiences and to discuss ways of improving the EDAF system from their perspective.

During its meeting in October, the Committee declared one new institution in Cameroon, eligible to enter the EDAF process.

EDAF Peer Advisory Visits to institutions in Colombia, Peru and Senegal took place in 2017. The first two visits were conducted in English and the latter in French.

In 2017, four institutions completed the EDAF process and received a certificate during the Awards Ceremony held in Berlin in June at the EFMD Annual Conference. These four institutions were the first to complete the process and to receive public recognition for this achievement:

- School of Economics and Management, Beijing Jiaotong University, China
- Colegio de Estudios Superiores de Administración (CESA), Colombia
- Institut Supérieur de la Communication, des Affaires et du Management (ISCAM), Madagascar
- Colleges of Business Administration, University of Business Technology, Saudi Arabia
Some of these institutions used the EDAF process to enhance their preparation for a future international accreditation (EQUIS/EPAS).

One institution in Australia that had started the EDAF process decided not to complete the mentoring cycle, as they received EPAS eligibility and wanted to focus on that accreditation process.

By the end of 2017, there were 12 institutions active at different stages of the EDAF process; they are located in Africa (7), Europe (1) and South America (4).

A number of initiatives took place in 2017 to promote EDAF in certain regions. The following EDAF-related events were organised:

- EDAF Session at the Annual Conference of the Baltic Management Development Association (BMDA) in Donja Gorica, Montenegro, (26 April).

- EDAF introduction (in the context of a large European initiative to promote management education in Africa) to the Board of the Association of African Business Schools (AABS) during the AABS Connect Conference hosted by the American University in Cairo, Egypt (15 May).

- EDAF Workshop jointly organised by the EFMD GN Office in Miami and ASCOLFA (Asociación Colombiana de Facultades de Administración), attracting some 28 participants from Colombian business schools. The workshop was hosted by Universidad del Rosario in Bogota, Colombia, and conducted in Spanish (8 September).

- Presentation on EDAF in the framework of the EFMD session “Supporting African Management Education – a Road to Sustainable EU-Africa Research and Innovation Partnerships”. This took place during the “Stakeholder Event in the context of the EU-Africa High Level Policy Dialogue on Science, Technology and Innovation” organised in Brussels by DG Research of the European Commission (19 October).

- As part of the 2017 EFMD Middle-East and Africa Conference, a session focusing on EDAF was organised in Johannesburg, South Africa, attracting 17 participants. The session was hosted by the University of Pretoria’s Gordon Institute of Business Science (10 November).
2017 was an important year for EFMD’s Online Course Certification System (EOCCS). The focus of activity was to raise EOCCS awareness across the globe as we tracked interest in Europe, Asia, Latin America and Oceania.

During its first meeting in 2017 in March, the EOCCS team planned activities to promote EOCCS and increase its visibility. One of the immediate steps taken was to improve the EOCCS visual identity by using a vibrant blue colour in the logo and integrating this with other visual communications. The EOCCS Team followed up on institutions that expressed interest in online course certification and contacted EQUIS, EPAS and CLIP accredited institutions which provide online learning.

In July, the EOCCS website was upgraded to be more user-friendly and a promotional video in co-operation with IE Business School was included. The videoclip was also used in various presentations in 2017, for example at the EFMD Annual Conference in Berlin and Online Educa Berlin 2017.

EFMD Global Network in cooperation with Politecnico di Milano School of Management organised the very first EOCCS Learning Community Symposium, primarily to bring together a learning community and share good practice in online course delivery. This activity is based on one of the main points in the EOCCS value proposition: to build and engage a learning community. The Symposium was attended by 61 participants. All EOCCS-certified institutions were represented.

During the Symposium, a promotional video on EOCCS was recorded and was widely shared across the network and used on several EFMD and EFMD GN events. An article from Professor Ginny Gibson was published in Global Focus magazine based on the themes from the Symposium.

EOCCS Symposium in Milan presented the very first edition of an intended annual event.

During the workshop in November in Brussels the EOCCS process and documentation for 2018 were revised and the team commenced planning the re-certification activity for 2019. Dr Keith Pond has taken over as the EOCCS Director as from January 2018.

The EOCCS Certification Board on 24 May 2017 certified the following courses:

- OUS Royal Academy of Economics and Technology in Switzerland
  - Mini Diploma in eBusiness and Global Marketing

- The University of Liverpool Management School, UK
  - KMBA710 Being a Leader
  - KMBA711 The Organisation in Strategic Context
  - KMBA712 Finance and Accounting for Managers
  - KMBA713 Market Perspectives
  - KMBA714 Innovation and Change

The EOCCS Certification Board on 26 September 2017 certified the following courses:

- OBS Business School, Spain
  - Knowledge Society and Digital Economy
  - Creative Thinking and Design Thinking
  - Creating New Business Models
  - Innovation Strategies
  - Innovation Management
  - Innovation in Processes
  - Innovation in Products and Services
The EOCCS Certification Board on 14 December 2017 certified the following courses:

ESSCA Ecole de Management, France
Creative Box (MOOC)

Politecnico di Milano School of Management, Italy
Supply Chain and Operations Management
Innovation Management

To give visibility and reach out to a larger online community EOCCS was promoted and presented at various events:

OEB Berlin
6-8 December 2017, Germany
Theme “Learning Uncertainty”, Germany
EOCCS was a conference partner with a stand in the exhibition area. Stephanie Lambert presented EOCCS during the session “The Effective Use of Quality Assessments”. She also chaired the session on “Streamlining Assessment Experiences” along with posting an article on OEB 2017 blog.

2017 Third Annual Meeting of Australia Business Deans Council
16-17 November 2017, La Trobe University, Melbourne, Australia
Ulrich Hommel, EFMD GN Director, Business Schools Development, presented EOCCS to 32 deans from Australia and New Zealand.

ANZQAN Annual Meeting
November 2017, University of Sydney Business School, Australia.
Keith Pond gave a presentation on EOCCS during the meeting.

2017 EFMD GN Asia Annual Conference
November, 2017
Theme “3D in Management Education”: Quality, Technology and Future Leadership, Bali
Stephanie Lambert provided an EOCCS presentation along with an update on current status of EOCCS certified courses and highlighted quality assurance in online learning as a part of an E-Learning Workshop focusing on quality systems of online courses.

EFMD Global Network Americas Annual Conference
November/December 2017
Panel on Trends in Online Education introduced by Martin Schader.
The Executive Academy (EA) was launched during the 2017 EFMD Conference for Deans and Directors General in Ljubljana, Slovenia, with two streams having subsequently taken place in Prague and Miami. Four participants have received promotions after graduation, among them two promoted to dean and one promoted to Vice Rector of the parent university.

The Executive Academy team summarised the overwhelmingly positive reaction from the 2017 launch with supporting quotes from participants and sponsoring deans in an article published in Global Focus 1/2018.

The Executive Academy’s Management Team and Steering Committee set a conscientious and challenging admission process accepting only top-level candidates who are both decision makers in their institutions and, at the same time, enjoy the autonomy and capacity of supporting other participants in their learning journey.

Members of the EA team met regularly throughout 2017 to calibrate the programme. A key meeting took place in Frankfurt on 24 April when the team defined the development trajectory for the rest of the year. As a result, the visual image of the Executive Academy was redesigned and the brand now proudly conveys exclusiveness, quality and dynamism.

The Executive Academy’s journey commenced with its European stream, a face-to-face week in Prague, Czech Republic, on 22-26 May 2017. The first cohort successfully gathered 20 participants from academia with more than 20 years of experience and one participant from the corporate sphere (which led to great outcomes in terms of cross-fertilisation of learning). The pioneer edition embraced 15 different nationalities from around the globe. The unique blend of gender, nationality, experience and professional background reflects the Executive Academy’s ingrained modus vivendi.

The second cohort in Miami, United States, on 25-29 September 2017, assembled 15 participants from 11 countries, further contributing to the programme’s diversity.

Hand in hand with its target audience, the modus operandi enfolds the exclusively designed principles: three streams and one global program; three segments (Preparation/Face-to-Face/Follow-Up), three Pillars (leading yourself/others/successful programmes),
three highlights (CCL 360/Coaching/Capstone Project) and three Value-Added (Selectivity/Certification/Networking).

The EA’s differentiating features are reflected in the attractive balance of its offering: personal development for the individual participants and improved performance for the employing organisation. The distinctive combination of conceptual analysis, integrated application and personal coaching through a capstone project ensures sustainable impact on the professionals’ future careers.

Professor Dr Metka Tekavčič, Dean of Faculty of Economics, University of Ljubljana, lined up six candidates in a sequence accentuating the importance of the Executive Academy programme for faculty’s professional development:

“The Executive Academy offers outstanding opportunities for developing management and leadership excellence in business schools by translating the best practice of business community to academia and sharing management practice in business education. The EA creates an unparalleled platform for personal and professional development by training, networking and sharing experience among top business schools.”

The Executive Academy’s activities are continuously developed to motivate graduates to stay connected. The team has established a LinkedIn group and is currently pushing the on-boarding of graduates. Both 2017 streams have elected alumni representatives, who will be the programme’s go-to people for planning the first alumni meeting scheduled to take place on the day before the 2018 EFMD Annual Conference in Copenhagen, Denmark.

The aim of the alumni activities is to create a lasting community of high-level teaching and learning executives who can support the further development and growth of the Executive Academy programme.

The EA’s hybrid delivery format inspires participants to challenge rigid environments often dominated by a fixed mind-set and instead to cultivate milieus with the potential to improve and grow.

Due to its success, the Executive Academy team has set the foundations for future streams in Asia in April 2018 and Europe in November 2018.

EXECUTIVE ACADEMY

Executive Academy – Europe
22-26 May
Theme: From Leading With Authority to Leading With Impact
Hosted by: EFMD GN Americas, Miami, United States

Executive Academy – Americas
25-29 September
Theme: From Leading With Authority to Leading With Impact
Hosted by: EFMD GN Central and Eastern Europe, Prague, Czech Republic
Alongside the commitment to fostering the network’s growth, EFMD GN regional offices ensure that the network remains strong and connected through regular communication with members, who appreciate the effort we put into understanding the various demands of different markets.

During 2017, EFMD GN organised regional annual conferences in Latin America and Asia, seminars and information sessions in Central and Eastern Europe, Americas and Asia, and was represented at various events all over the world.

To strengthen the relationship with Mainland China, Senior Advisor Japhet Law facilitated a meeting between Prof. Eric Cornuel and the Chinese Ministry of Education. Following this initial meeting, on 30 September 2017, Eric Cornuel signed a Collaboration Agreement (MOU), positioning EFMD GN as a strategic partner of the ministry in developing Chinese higher education. Honorary President Gerard van Schaik and Japhet Law accompanied Eric Cornuel on this occasion.

“The networking opportunities are excellent and bringing back new ideas to the university [is] perhaps the best part.”

Jessica Cassleman, Assistant Dean for International Programs, Carson College of Business, Washington State University, US.

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**ANNUAL CONFERENCES**

**2017 EFMD GN Asia Conference**

25-27 October

Theme: “3D in Management Education”: Quality, Technology and Future Leadership

The conference was hosted by BINUS University International, in Bali, Indonesia, and attracted 84 participants.

Helke Carvalho Hernandes, Deputy Director of EFMD GN, opened the conference. Emeritus Professor Petter Little from Queensland University of Technology, Australia chaired the conference.

An EFMD Accreditation Seminar was organised after the Asia Annual Conference, providing a more personal avenue to interact with the conference delegates interested in accreditation.

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**2017 EFMD GN Americas Annual Conference**

29 November-1 December

Theme: Redefining Global Leadership in a Transforming World

The conference was based on the importance of shaping and becoming leaders able to drive society and business forward in an interconnected global environment that continues to transform quickly.

Attended by 65 participants, the event was a rich opportunity for a meaningful gathering and connection of peers.
SEMINARS

**EQUIS and EPAS Accreditation Seminar**

27-29 March

**Hosted by:** School of Management, Universidad Adolfo Ibáñez, Miami, United States

Both seminars sold out despite increased in capacity.

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**EFMD GN Advisory Seminar on Faculty Management in the Latin American Context**

21 August

**Hosted by:** Fundação Getúlio Vargas, Escola Brasileira de Administração Pública e de Empresas (FGV-EBAPE), Rio de Janeiro, Brazil

**Theme:** Faculty Management in the Latin American Context

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**EFMD & EFMD GN Accreditation & Certifications Seminar**

13 October

**Hosted by:** Sarajevo School of Economics and Business, Sarajevo, Bosnia and Herzegovina

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**2017 EFMD Quality Services Seminar**

27-28 October

**Hosted by:** BINUS University International, Bali, Indonesia

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**EFMD & EFMD GN International Accreditation and Certification Systems**

27 October

In conjunction with the SBERBANK Corporate University Second International Conference, titled “More than Just Learning: Lifelong Learning for the New World of Work”.

**Hosted by:** Sberbank Corporate University, Moscow, Russia
EVENTS 2017

WORKSHOPS AND INFO SESSIONS

**EDAF Workshop**
8 September
Hosted by: Escuela de Administración, Universidad del Rosario, Bogotá, Colombia
Supported by the Asociación Colombiana de Facultades de Administración (ASCOLFA)

**CarringtonCrisp Workshop Series**
14-15 September
Hosted by: Department of Administrative Sciences, Boston University Metropolitan College, Boston, United States and Ted Rogers School of Management, Ryerson University, Toronto, Canada
A joint venture with CarringtonCrisp

**2017 EFMD & EFMD GN Accreditations and Certifications Workshop**
5-6 October
Hosted by: EFMD GN Central and Eastern Europe, Prague, Czech Republic

**2017 EFMD GN Information Session**
16 November
Hosted by: La Trobe University, Melbourne, Australia
Supported by the Australian Business Deans Council (ABDC)
EVENTS 2018

Executive Academy – Asia
02-06 April
Hosted by: Nanyang Technological University, Singapore

EQUIS and EPAS Accreditation Seminar
21-23 May
Hosted by: Singapore Management University, Singapore

ACE Annual Meeting
1-3 June
Hosted by: Northwestern Polytechnical University, Xi’an, China

The Leadership Accelerator Academy for Business School and University Executives
23-24 September
Hosted by: Skolkovo Moscow School of Management, Moscow, Russia

Market trends, EFMD Accreditations & Certifications
11-12 September
Hosted by: Kyrgyz State University of Construction, Transport and Architecture, Bishkek, Kyrgyzstan

EFMD & EFMD GN Accreditations and Certifications Seminar
8 October
Hosted by: Kozminski University, Warsaw, Poland

EFMD Global Network Central and Eastern Europe Annual Conference
8-10 October
Theme: “One Europe, One World”
Hosted by: Kozminski University, Warsaw, Poland

EFMD GN Workshop
23-24 October
Hosted by: Antai College of Economics and Management, Shanghai Jiao Tong University, Shanghai, China

The Programme Management Accelerator Workshop
28-31 October
Hosted by: Tallinn University of Technology, Tallin, Estonia

EFMD & EFMD GN Accreditations and Certifications Seminar
02 October
Hosted by: Faculty of Economics, University of Montenegro, Podgorica, Montenegro

Executive Academy – Europe
19-23 November
Hosted by: EFMD GN Central and Eastern Europe, Prague, Czech Republic

2018 EFMD Global Network Americas Annual Conference
28-30 November
Hosted by: School of Management, Universidad de los Andes, Bogotá, Colombia
HIGHERED

Highered – EFMD Global Career Services – was officially launched in February 2017. The initiative combines the strength of all schools in the network and supports full-member schools with international and local internships, trainee positions and graduate jobs.

The digital global career service initiative supports all three stakeholders in the system: students, schools and corporate members:

• Helping international and local students find top global job opportunities in an easy and quick way

• Supporting schools and enhancing on-campus career services with a free school-branded dynamic digital portal that supports ranking, accreditations and reputation; improving their international footprint, global career placement and student satisfaction

• Provide corporate members with a cost-effective way to target and recruit top talent from around the world, as well as the ability to present their employer value proposition in a new and sustainable way. Making the EFMD corporate membership appealing to even more corporates

Currently, all EFMD GN full-member schools have portals premade and ready to use. The career services are provided with best practices and proven communication plans on how to launch and engage with their students. An integrated student analytics dashboard is included, giving valuable insight on student preferences and engagement levels vs. corporate connections and their content (supporting data-driven decisions developing local corporate relations).

Since its launch on 8 February 2017, the rate of on-boarding of schools and students has exceeded all expectations. The portal is fully global and is already contributing considerable value to all stakeholders:

• Close to 450 schools set-up in 2017

• 50,000 students registered by the end 2017

• Schools that have actively on-boarded have between 25-50% of the international student population registered

• Between autumn 2017 and end 2017 there has been 1,500-2,000 new students on-boarding every week

• Very strong monthly platform data with 60,000 job/internship posts and 15,000 applications to EFMD GN corporate members

• Consistently adding 100-300 new international opportunities every week

The platform is attracting interest for EFMD GN corporate membership such as: Nike, PepsiCo, Statoil, Yara, Bloomberg, WV, Geely, The World Bank.

The platform is infinitely scalable, using the latest cloud technology from Microsoft. Until the 2019 intake commences, the growing team in Oslo together with the EFMD Global Network aim to have on-boarded 500 of the close-to 600 full members.
The first Executive Training programme developed in co-operation between AHRMIO (the Association for Human Resources Management), EFMD GN and IESE Business School took place from 22-24 May 2017 at IESE’s campus in Barcelona. The training addressed the theme, “Developing Leadership Competencies: Accelerating the Change Journey.”

Representatives from key international organisations such as the World Bank, International Monetary Fund, Asian Development Bank, the Organisation for Economic Co-operation and Development attended this event. Overall, participants found the learning methods, particularly the practical hands-on approach, to be impactful and enlightening.

The AHRMIO Board met three times in 2017: on 2 February in Ljubljana, Slovenia, 12 June in Washington, US and 24 September in Milan, Italy. The first two meetings focused primarily on the programme design of the 2017 AHRMIO Annual Conference. The third meeting in Milan looked at the strategy and direction of the AHRMIO network and at a possible theme for the 2018 AHRMIO Annual Conference.

The AHRMIO Advisory Council also had its annual meeting on 25 September in Milan during the Annual Conference to discuss the strategy and way forward for the AHRMIO network.

Testimonials for the AHRMIO Executive Training at IESE, 22-24 May 2017

“Overall, this is one of the best courses I have taken that gives a practical hands-on approach to managing change.”

“Very good programme. Thank you to all faculty and participants. This was a lot to cover in three days and all professors were excellent!”

Testimonial for AHRMIO Mid-Level Training at SDA Bocconi, 27-29 September 2017

“Training was excellent. Highly professional experts covering most relevant issues for our organisations. Small group helped effective interactions.”

Testimonials for the AHRMIO Annual Conference at Milan, 25-27 September 2017

“Excellent conference. Most, if not all, sessions were valuable, different but built on each other. New practices and points of view were introduced to help us expand mindsets and build better solutions for our organisations.”

“The variety of speakers of a high calibre, and the audience – each come with their own reality from within our common reality. There is so much we can learn from one another. AHRMIO gives plenty of opportunities to network.”
The 2017 AHRMIO Annual Conference took place on 25-27 September and was hosted by SDA Bocconi School of Management in Milan, Italy. Over 125 participants from international and non-profit organisations came together to address the theme, “Collaborate-Empower-Innovate – the Key to Impactful Change.” The conference attracted speakers from reputable institutions such as the World Bank, LinkedIn, United Nations and more. The feedback from participants was very good, notably on the format, thought-provoking sessions, diversity and quality of speakers.

Following the Annual Conference, (27-29 September) AHRMIO, in collaboration with SDA Bocconi School of Management, organised a two-day mid-level training event for HR Practitioners. The session addressed the same theme as the annual conference and participants appreciated the opportunity to share and exchange ideas on innovative and collaborative practices.

AHRMIO was pleased to welcome a new sponsor organisation, MSH International. This new sponsorship is a key component towards the development of AHRMIO as it provides additional resources to expand its services.

AHRMIO membership continues to grow at a steady pace as it welcomed four organisational members and two individual members in 2017. This brings the total number of AHRMIO members to 109.
1. **Olivier Fleurence**, Chair, AHRMIO Board, Advisor/ Senior Personnel Manager, IMF, United States

2. **Negar Rafikian**, Vice Chair, AHRMIO Board, Manager, World Bank Corporate – Global HR Business Partners Team, United States

3. **Helke Carvalho Hernandes**, Executive Director, AHRMIO

4. **Neeti Banerjee**, Founder and CEO, TalentNomics Inc., United States

5. **Ana C. Catterton**, Principal HR Advisor for IDB Invest, Human Resources Department, Inter-American Development Bank, United States

6. **Eric Cornuel**, Director General & CEO, EFMD, Belgium

7. **Zarinah Davies**, Director of Human Resources, Worldfish, Malaysia

8. **Edna Diez**, Director, HR Policy and Programs Division, Asian Development Bank, Philippines

9. **Lea Grubb Lonsted**, Chief of Learning, Leadership and Organizational Development, United Nations Secretariat, United States

10. **Arturo Pagan**, Deputy Director and Chief Strategic Partner, Division for Human Resources, United Nations Population Fund (UNFPA), United States
EFMD Global Network Asia
13. Japhet Law, Senior Advisor
14. Nishit Jain, Special Advisor
15. Eileen Peacock, Special Advisor
16. Jiajia Zhu, Coordinator

EFMD Global Network Americas
17. Friedemann Schulze-Fielitz, Associate Director
18. Zulay Perez, Coordinator

EFMD Global Network Central and Eastern Europe
19. Ivana Marinkovic, Associate Director
20. Arseni Haliabovich, Manager Operations
21. Martina Ticha, Coordinator
22. Jana Zikova, Coordinator
23. Sofie Zuchowicz, Coordinator