EFMD Annual Report
2009
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This report is also available online at: www.efmd.org/annualreport following the 2010 EFMD Annual General Assembly
Dear EFMD member,

2009 was my first full year as the EFMD President and it is fair to say that it has been one of the most challenging years ever faced by the business and management education communities.

The challenges of 2009 have only helped to reinforce my view that management education and management development will be of greater, not lesser, importance for business and society in the future, as challenging times demand people with the talent and training to meet them.

It is, therefore, exceptionally rewarding for me to report that despite a difficult year, EFMD and the network are very well positioned and more than equal to the situation they face. Dialogue, debate and exchange between companies, business schools, public sector bodies, entrepreneurs and the next generation of business leaders from all parts of the world are at the forefront of the work of EFMD and the international network. EFMD will continue to be a reference point for the management development community with events, networking, quality services, research and much more in the years to come.

In closing, I would like to congratulate Eric Cornuel and his team for all their hard work and professionalism and also congratulate you, the members. EFMD is your network and your involvement, support and commitment have helped to create a leading global network. I would like to thank those of you who contribute an enormous amount of time and goodwill to EFMD by sitting on boards, steering committees, advisory bodies, conducting audit visits and attending events.

Alain Dominique Perrin
President
Dear EFMD member,

I am delighted to say that despite a very difficult economic outlook, 2009 has been another good year for EFMD and the international network.

Membership now stands at 732 institutional members from 82 countries, which offers members exceptional opportunities for networking and knowledge sharing. Being a part of the EFMD community opens many avenues for partnerships and exchange and during the course of 2009, EFMD ran an array of networking events and advisory seminars, published research reports, represented the network at events around the globe and further developed the EFMD accreditation systems.

The network is strong and has, I feel, a unique atmosphere that is very open and engaging which makes it very special. Schools, companies and new members all comment on the community behind EFMD and this is what makes the network very special. It is a members network so the hard work of everyone who contributes has a wider purpose in helping to position EFMD as one of the key reference points for management education worldwide.

As you read this Annual Report, I hope that you get a full picture of the scope and reach of EFMD and the international network. I have great concerns for management education and development in the years to come due to short-term budget issues, cuts and government policy and hope that the community at the heart of EFMD will continue to lead and take positive steps to develop management and leadership skills in the future.

Eric Cornuel
Director General & CEO
The EFMD Commitment

Our mission is to act as a catalyst to promote and enhance excellence in management development in Europe and worldwide.

EFMD builds links between leading business schools and companies.

EFMD acts as a thought-leader and disseminates knowledge on best practices and changing trends in management development and management education.

EFMD provides access to quality improvement through international accreditations and benchmarking.
EFMD influences international governmental and non-governmental organisations through advocacy and lobbying.

EFMD offers professionals and institutions involved with management learning and organisational development the opportunity to be part of a dynamic, relevant and diverse network sharing the common objective of developing effective and socially responsible leaders and managers.
The Quality Services Department held the annual Quality Services Seminar on January 29 in Milan, linked to the 2009 EFMD Meeting for Deans and Directors General. Eighty-five participants received an update on developments in EQUIS and EPAS. These included the strategic development of the EFMD accreditation systems, the Internal Quality Assurance Processes within the Quality Services Department and the EPAS Documents Revision.

The Department also contributed to the design and leadership of two EFMD Advisory Seminars on “Strategies for Improving MSc Programmes” and “Doctoral Programme: DBA or PhD?” (held respectively on April 2 and May 19). It also presented EQUIS views on research in Module 1 of the Research Leadership Programme “Creating Research Leadership in Europe” jointly organised by EFMD and EURAM – the European Academy of Management.

Department directors provided input for the EFMD Global Focus magazine special supplement “EFMD Programme Accreditation – Impact and Development of EPAS” in January. The supplement took a detailed look at how EPAS has developed over the last three years. In particular, it showed how the EPAS “Scale Up” campaign has helped to achieve a European-wide presence and critical mass in key business school markets. In the October issue of Global Focus, the article, “Blurring the Edges” argued that mixing degree and non-degree management education is often a sign of profit seeking rather than innovative teaching.

In Europe, the department provided input to a workshop on “Internal Quality Assurance – Facing Common Challenges” organised by ENQA - the European Association for Quality Assurance in Higher Education in The Hague on June 15-16; the Association to Advance Collegiate Schools of Business World Class Practices in Management Education Conference at the University of Warwick in Coventry, UK on October 22-24 and the Annual Meeting of the German Rectors Conference in Bonn on November 9-10.

Friedemann Schulze-Fielitz joined the Department in June as Coordinator to reinforce the EPAS team.

A new EQUIS policy for reviewing major restructuring or mergers of accredited EQUIS schools has been established.
EQUIS
European Quality Improvement System

Three EQUIS Committee conference-call meetings were held in 2009. The first was on February 24. There was an extraordinary EQUIS Committee meeting on March 23 and a third meeting on November 3. Strategic discussions on EQUIS development took place in a face-to-face EQUIS Committee meeting in Brussels on June 10. This meeting included discussions on EQUIS developments and the revisions in the EQUIS process and in its documents, including the EQUIS Criteria Evaluation Form and EQUIS Quality Profile.

During these meetings, 12 business schools from ten different countries (Australia, China, France, India, Korea, the Netherlands, New Zealand, Taiwan, Thailand and UK) were declared eligible to start the EQUIS process. Another seven schools were refused EQUIS eligibility in 2009.

Koç Business School is the first school to receive EQUIS Accreditation in Turkey.

A new EQUIS policy for reviewing major restructuring or mergers of accredited EQUIS schools was established. The Appeals Procedure was also refined.

The highly successful EQUIS Accreditation Seminars on April 23 and November 24 were sold-out with 49 and 45 participants respectively.

The EQUIS Awarding Body members met on March 3, June 2 and November 25. The following schools received accreditation for the first time:

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<tr>
<th>University of Ottawa</th>
<th>Telfer School of Management</th>
<th>Canada</th>
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<tr>
<td>Simon Fraser University</td>
<td>Faculty of Business Administration</td>
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<td>Fudan University</td>
<td>School of Management</td>
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<td>Université Paris-Dauphine</td>
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<td>ITAM Instituto Tecnológico Autónomo de México</td>
<td>División Académica de Administración y Contaduría</td>
<td>Mexico</td>
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<td>National University of Singapore</td>
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<td>University of Zurich</td>
<td>Faculty of Economics, Business Administration and IT</td>
<td>Switzerland</td>
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<tr>
<td>Koç University</td>
<td>School of Business</td>
<td>Turkey</td>
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1st Koç Business School is the first Turkish school to receive EQUIS Accreditation.

49 & 45 EQUIS Accreditation Seminars were sold-out, with 49 and 45 participants respectively. 23.04.09 & 24.11.09

12 Twelve business schools from ten different countries were declared eligible to start the EQUIS process.
The EPAS Committee considered new applications on January 15, April 30 and September 17. Fifteen programmes were declared eligible; three programmes were declined eligibility.

EPAS Accreditation Seminars were organised on March 5 in Brussels and October 9 in London. Both seminars were sold-out and feedback from participants showed high appreciation of this introduction to the EPAS Standards & Criteria and EPAS processes.

EPAS opened to doctoral programmes in June. With this addition, EPAS now encompasses a full range of programmes for accreditation (BA, MA, (E)MBA and PhD).

The EPAS “Scale Up” campaign has helped to achieve a European-wide presence and critical mass in key business school markets.
CEL
Programme Accreditation for teChnology-Enhanced Learning

Two programmes were awarded CEL accreditation during 2009: the Sales Effectiveness Process (SEP) programme at Caterpillar University and "Citizen Act III" at Société Générale.

A special CEL awarding ceremony was held at ESIC Business and Marketing School, Madrid during its post-graduate ceremony on February 6 for "Business Simulations" which had been granted CEL accreditation on September 22, 2008.

EFMD was present at several conferences to promote CEL including the EDEN Annual Conference in Gdansk on June 11-13, the EFQUEL Forum in Helsinki on September 24-26 and the Online Educa Conference in Berlin on December 2-4.

CEL Supervisory Board meetings took place on January 14 and October 19.
Network Services
Corporate Services

Strategy and Implementation

This year was the start of a three-year strategic project to position EFMD as the network and services provider of first choice for the corporate world. The focus was on encouraging a more active involvement from members and gaining a higher profile for EFMD’s links to the corporate world.

During the first half of 2009, the Corporate Services Unit focused on strengthening CLIP (Corporate Learning Improvement Process), the core asset of EFMD’s corporate portfolio. The CLIP community has been extended and there is a full pipeline of accreditations and re-accreditations for 2010.

During the second half of the year, the launch of new communities based around shared corporate challenges went ahead successfully. For example, the first Special Interest Group (SIG) was set up, focusing on “Workplace Learning.” This encouraged the more active involvement of a larger membership base. A first series of “webinars” supporting the 2010 Excellence in Practice Award complemented this. The introduction of the EFMD/Emerald Research Link provided the first (online) access to relevant research for EFMD corporate members. In addition, non-members have been given new opportunities to join in specific services to enable them to get a flavour of the EFMD network.

Articles in Global Focus, Emerald Group Publishing magazines, the EFMD website and webzines, webinars and EFMD’s Annual Conference provided higher visibility for key Corporate Services offerings such as CLIP accreditation, output from the Sharing Best Practice Workshops, the Excellence in Practice Award, SIGs and related Corporate Advisory Seminars.

“”
This year saw the successful launch of new communities based around shared corporate challenges.

Higher visibility:
Articles across a variety of outlets helped promote the full Corporate Services offerings
The first series of “webinars” supporting the 2010 Excellence in Practice Award successfully got underway.

The CLIP community has been strengthened and extended and there is a full pipeline of accreditations and re-accreditations for 2010.
Network Services
CLIP & Best Practice

CLIP
Corporate Learning Improvement Process
CLIP Re-accreditations
The Allianz Management Institute successfully completed the re-accreditation process and received a full five-year re-accreditation.

Core CLIP Community –
the Extended CLIP Steering Committee
The new Corporate Services’ strategy (see page 10) has resulted in changes to the CLIP Steering Committee. These will strengthen the sense of community among members and allow chief learning officers, who are planning to have their organisation undertake CLIP accreditation within the next two years, to be included.

The first meeting in the new format was hosted by Grupo Santander in Madrid on March 26-27 and included a facilitated session on “Building a Strong Business Case for the Learning and Development Function in Tough Times”. Six companies were represented at the meeting.

The second meeting was held in Aix-en-Provence, France on September 24-25 hosted by AREVA and STMicroelectronics. The round table tackled “The Strategic Positioning of Corporate Learning Organisations” with 11 companies participating in the session.

Renewal of CLIP Quality Assurance Committee
Following a review of the nomination process, the CLIP Quality Assurance Committee will now be composed of the three most senior members and one volunteer from the CLIP Steering Committee. The committee now has as its members chief learning officers from Novartis, STMicroelectronic University, Swiss Re and Union Fenosa.

The CLIP Quality Assurance Committee will be composed of the three most senior members and one volunteer from the CLIP Steering Committee.

EFMD
CLIP
ACCREDITED

6
Six companies were present at the first new format CLIP meeting
Madrid

11
Eleven companies were present at the second CLIP meeting and tackled “The Strategic Positioning of Corporate Learning Organisations”
Aix-en-Provence
Sharing Best Practice (SBP) Workshops

The Sharing Best Practice Workshops are designed to demonstrate to corporate members the way the different EFMD services fit together. They have now also been more clearly aligned with CLIP themes and issues as represented by the CLIP standards. Two workshops took place in 2009.

The new format was deployed at the meeting hosted by Grupo Santander in March. The theme of the workshop was “Identifying and Developing Leaders for a Global Context”. Despite cost-cutting measures and travel restrictions in many companies, 27 participants attended. Grupo Santander, Novartis and Alcatel-Lucent provided initial input. Subsequent discussions clarified issues, implications and key success factors for global leadership in the current turbulent times. Segmentation emerged as a key element.

Twenty-six participants attended the second Sharing Best Practice Workshop in September at AREVA Corporate University’s Aix-en-Provence Campus. The event was co-hosted by STMicroelectronics and the theme was “Creating Business Impact – The Learning Function, an Agile Partner to Support the Company’s Short and Long-Term Challenges”. STMicroelectronics University and Credit Suisse Business School led the workshop. They highlighted the challenge of responding to the long-term needs of the parent company by contributing to growth and to the attainment of strategic goals. They also stressed the need to pay close attention to changing priorities and new demands.

Knowledge capturing and dissemination are key components of the Corporate Services’ offering. The output from each of the Sharing Best Practice Workshops has thus been published as first a summary and then as an article in Global Focus.
Special Interest Groups
Special Interest Groups (SIGs), a new development, provide groups of peers with the opportunity to share experiences and the chance to discuss solutions to common problems and challenges. As such, they are problem-driven and allow members to mobilise the collective intelligence of the Learning and Development community.

Each SIG will operate for approximately nine months, with reports on their conclusions distributed at the end of the process. In addition, one or two Corporate Advisory Seminars will be organised, which will be open to a wider professional community.

Three SIGs were set up in 2009:

- **Workplace Learning** with the BBC as lead company and facilitated by Charles Jennings, former Chief Learning Officer at Thomson Reuters.
- **Executive Education Centres** with Mannaz as main contributor and Jan Ginneberge, former Vice-President Learning at Alcatel-Lucent University, as facilitator.
- **Learning Business Partner** with Capgemini as the prime company.

The Workplace Learning SIG was formally launched on October 21-22 with 12 companies: Allianz, BBC, Coca-Cola, Eli Lilly, ERGO, GSK, Holcim, MAN AG, MLP, Novo Nordisk, L’Oreal and Toyota Europe.

The first session identified key challenges and best practices in workplace learning and defined a working methodology and a roadmap for the project. A special section was created within the EFMD/Emerald Research Link to support this SIG with recent research reports on the subject. The Institute for Work-Based Learning at Middlesex University has also been involved.

Excellence in Practice Award
In 2009 the Excellence in Practice Award attracted 24 case studies, six more than the previous year and an indication of the growing prestige of the award. The review process for submitted papers has been strengthened with a jury now composed of representatives from business schools, executive development centres and companies. Emerald Group Publishing took part in the selection process for the first time and published the finalists’ papers in one of its journals.

The three finalists (Alfa Laval and Ashridge Business School; Lufthansa School of Business and London Business School; and WAA and Nyenrode Business Universiteit) presented their case studies at the EFMD Annual Conference on June 8. Lufthansa School of Business and London Business School received first prize at an award ceremony on the same day.

The Excellence in Practice Award is an exceptional opportunity to enhance the bridge between business schools, executive development centres, consultants and companies. Further investment has been made in positioning the award as the European excellence award in management development. An improved webpage with guidelines and an assignment brief has been developed. Two webinars were organised in December to offer an additional interactive briefing service during the course of the submission process.

EFMD’s aim is to substantially increase the number of applicants in 2010 and to select between six and nine finalists across the different categories of corporate learning and development (professional, management, talent and organisational development).
Corporate Advisory Seminar
EFMD hosted a Corporate Advisory Seminar on February 6 on the theme of “Soft Skills are Hard – Approaches for Measuring the Impact of Coaching and Selection of Coaches”. The session provided a number of experiences, input and cases drawing on the expertise of Lore Europe and Mannaz combined with the practice and practitioner perspective of ABN AMRO Bank and Daimler Corporate Academy. Twenty-one participants attended the seminar.

Membership
The year was particularly challenging in terms of maintaining and increasing membership. MAN AG, GlaxoSmithKline Biologicals, Pearson (Language Tests), Akademie Deutscher Genossenschaften ADG and Masterstudies signed up for membership. The financial crisis is affecting all company expenses. In particular, fee-based memberships are under severe scrutiny and, in some cases, the entire budget has been cancelled.

All former members are continuously informed about corporate activities and are encouraged to participate in non-member sessions.

Corporate Learning Focus
The future of business education was discussed at the 2009 EFMD Annual Conference in Brussels in June under the theme “How to Prepare Managers for the Challenges of an Unpredictable World?”.

There was a large corporate contribution: Fredmund Malik, Chairman of the Malik Management Center, St Gallen; Pierre Hessler, Board member of Capgemini; Lukas Neckermann, Head of Allianz Management Institute, Allianz AG; Pierre Ouellette, Organisation Development and Change, Nokia; Ed Marsh, Head of Talent and Leadership Development Corporate Human Resources, Nestlé; Nadine Lemaitre, Chairman of GDF SUEZ University; and Steven Smith, Vice President and University Director, Capgemini University.

EFMD/Emerald Research Link
The EFMD/Emerald Research Link ran a pilot phase during the spring with users reporting positive feedback and perceiving this online-library as a benefit for EFMD members. The official launch of this research platform was announced at the 2009 EFMD Annual Conference in June. Business schools have also been offered the opportunity of exploiting this knowledge resource. This co-branded resource is based on the current Emerald Management First (EMF) portal with the addition of two specific “knowledge hubs” on the themes of talent management and work-based/workplace learning.

All former members are kept informed about activities and are encouraged to become involved in non-member sessions.
Network Services
Business School Services

During 2009 Business School Services included more interactive sessions in EFMD conferences and programmes to allow greater interchange among participants. The Business School Services team also tested “newcomers’ sessions”. These give basic information about EFMD and particular networks and steering committees. They also give new participants the opportunity to start networking and to talk about current challenges with a small group before the main meeting.

Maintaining attendance at 2008 levels was challenging. Some events required considerable effort to attract and confirm appropriate speakers. It is clear that many member organisations are restricting travel expenses and limiting the number of staff and faculty attending events.

During the year, at conference participants’ request, EFMD began using LinkedIn more actively to help them stay in touch with colleagues. However, it is challenging to attract sufficient numbers of participants to these groups and to provide sufficient material for discussion. It also requires time and a facilitator to monitor the activities and moderate the groups.

Specific Conferences and other Activities

The 2009 EFMD Meeting for Deans and Directors General took place in Milan, Italy on January 29-30. This conference, hosted by SDA Bocconi with the theme “Competing through Knowledge”, attracted 290 participants, a slightly larger group than 2008. Participants expressed appreciation of the efforts to create a more interactive format.

For the first time, the EFMD Entrepreneurship Conference was held in February rather than September. The 2009 event was hosted by EAE Business School in Barcelona, Spain on February 26-27. Eighty-three participants attended, a slight increase from the last event in 2007.

The conference theme was “The Role of Entrepreneurship Training for Tomorrow’s Society”. Differentiating the conference from other entrepreneurship events is a major issue. However, involving participants from regional development organisations, SME associations and other organisations that support SMEs proved successful. Experience from other events was used to create an open atmosphere conducive to discussion and experience sharing. The interactive format, which involved participants in moderating the sessions, as well as good plenary speakers contributed to this first step in putting the network on a track more in line with EFMD’s mission.

The 2009 EFMD MBA Conference was hosted by AESE in Lisbon, Portugal on March 22-24. Eighty-six participants addressed the conference theme of “MBA 2010: Setting the New Agenda”. The joint GMAC-EFMD Knowledge and Surveys Unit session on surveys and research was again one of the highlights of the programme.

The 2009 EFMD External Relations Meeting on April 23-24 attracted 86 participants to Cass Business School in London. The theme was “Communities beyond the Classroom”. The group was lively and participants feedback very positive.

The 2009 EFMD Annual Conference in Brussels on June 7-9 counted 364 participants. The conference theme was “Gaining Strength in Turbulent Times”. Evaluations displayed a clear desire for sessions to be more interactive at future conferences, which has been taken into account for designing the 2010 programme.

“Experiences from other events was used to create an open atmosphere conducive to discussion and experience sharing”
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Network Services
Business School Services

The EFMD-Centrum Conference was hosted by Centrum – Centro de Negocios de la Pontificia Universidad Católica del Perú in Lima, Peru on July 5-8. Marketing activity was undertaken to attract the attention of Latin American members to an EFMD conference held in their region. The event turned out to be very interesting, well organised by the host, with an excellent programme.

Forty-five participants attended the 2009 EFMD Undergraduate Conference, hosted by Umeå School of Business and Economics in Umeå, Sweden on September 21-23. The theme of the conference, “After the Crisis: Challenges and Opportunities”, gave participants the chance to exchange experiences on issues linked to internationalisation, curriculum, student recruitment, delivery methods and programme portfolio. Speakers from the United States, Australia and Japan as well as from around Europe gave the conference a very international atmosphere.

The 2009 EFMD Executive Education Network Meeting took place at ISM University of Management and Economics in Vilnius, Lithuania on October 11-13. As in 2008, the EFMD Knowledge and Surveys Unit prepared a useful survey for the network. The clustered survey results, in particular, divided the participants into three groups enabling them to discuss the results in depth with colleagues from the same cluster.

The second IDP – International Deans’ Programme was again run jointly with the Association of Business Schools. Participating deans attended three modules at three different locations. The interactive programme capitalised on the experience of the host schools as well as of the participants and provided useful understanding for future programmes. The 16 participants visited the following hosts: Petrobras (Rio de Janeiro), December 2-5 2008; IE (Madrid), March 31-April 2; and IEDC (Bled), June 21-23.

For the third IDP Programme, which began on December 2-5 at Cranfield School of Management and Judge Business School in the UK, 15 participants registered.

At the request of IDP alumni, per module registration has been added to the programme. This only applies for the second and third modules and is limited to IDP alumni. Since these former participants know from first-hand experience the nature of the programme and understand the importance of integrating into the group, it is not expected to be disruptive for the programme’s new participants.
The joint Research Leadership Programme with EURAM – the European Academy of Management entitled “Creating Research Leadership in Europe” was launched on November 5-6 aimed at recently appointed Research Directors or those about to take up such a position. A marketing survey was carried out in April to ascertain the likely interest from business schools in the programme as well as themes that could be covered. Module 2 took place on December 10-11 and Module 3 on February 11-12 2010. The three modules took place at the EFMD premises in Brussels.

The EFMD Case Writing Competition received 74 submissions. Prizes will be awarded in the same ten categories as in the past and in two new categories: Responsible Leadership and Inclusive Business Models.

EFMD remains active in EQUAL – European Quality Link and has provided comments on EQUAL’s sustainability guidelines. EFMD also participates in an EQUAL working group for the revision of undergraduate guidelines, which will lead to their modification in 2010.
Network Services
Business School Services

EFMD and Masterstudies
Masterstudies is a new EFMD member that specialises in helping schools with their web marketing and student recruitment. It has expertise in Search Engine Marketing with the main aim of helping schools to optimise the time and money they spend on international marketing and student recruitment. During the summer, Masterstudies offered a free trial of Masterstudies services to 40 EFMD schools on a first-come first-served basis. The 40 free places were filled very quickly and Masterstudies extended the free offer in the autumn to any business school/executive development centre that is a member of the EFMD network. The overall and individual results from the product trial have been successful and the feedback from the members has been positive.
Advisory Services
Seven EFMD Advisory Seminars took place in 2009:

- Particular Challenges of MSc Programmes in Business Schools
- Translating Soft Skills into Teaching Methods: How to Teach Soft Skills
- Doctoral Programmes
- Fundraising in Business Schools: Is it a Crisis for Everyone?
- Managing IT for Increasing Business Value
- Managing Business School Rankings
- Opportunities for Business Schools in Africa

They attracted 111 participants in total. In addition, a joint seminar in collaboration with the Project Management Institute on March 30-31, “New Management Opportunities for Business School Growth”, drew 40 participants from both business schools and the corporate sector.
The work of the Knowledge and Surveys Unit (KSU) is divided into four broad categories: surveying, extracting, analysing and reporting.

A Deans’ Round Table was held during the EFMD Meeting of Deans and Directors General in January 2009 to help KSU focus on key issues. This has greatly facilitated KSU’s priority-setting process.

Several EFMD surveys were undertaken during the year. The “Crisis Barometer” survey was carried out twice (in January and June) and a comparison of the findings provided a useful update on the state of the management education sector.

The survey of the “DNA profile” of executive education providers has been running for several years. The 2009 issue was finalised and distributed in mid-May. Building on 2008’s successful approach, customised reporting has been repeated and fine-tuned for the three clustered groups. The results were presented at the EFMD Executive Education Meeting in October.

As part of the follow-up to the Dean’s Round Table in Milan, a database project was launched. The aim is to build a record of the various data that EFMD (in particular the Quality Services Department) gathers through documents completed for the accreditation processes (Datasheet, Self-Assessment Report, Peer Review Report and Progress Reports). One of the most obvious and immediate applications of the data would be for benchmarking. A pilot study based on EQUIS and EPAS data is underway.

Cooperation with GMAC – the Graduate Management Admission Council continues to expand. The 2009 Corporate Recruiters Survey saw the participation of a record number of corporate recruiters and consultants. Survey results were presented jointly by GMAC and EFMD at the 2009 EFMD MBA Conference in March.
In partnership with EMCC – the European Mentoring and Coaching Council, KSU produced a corporate survey on coaching and mentoring. The survey results were included in a Global Focus special supplement, “The Role of Corporate Coaching in Business”, in October.

Cooperation with CarringtonCrisp, a research and marketing group, has continued through ongoing surveys of branding in business schools. Other proposals are under discussion with the aim of expanding the joint activities of EFMD and CarringtonCrisp.

KSU is supporting the EFMD Quality Services Department through research work to draft a benchmarking report on faculty management and development using EQUIS data.

EFMD e-News continues to be a unique source of information and covers EFMD highlights, surveys and upcoming events. In parallel, more interactive and flexible channels are being explored to better serve various EFMD communities.

KSU provided support to EFMD Corporate Services through reporting on the Advisory Seminar on coaching in February, reporting on the CLIP Best Practice Workshops in March and September, and supporting the exploration of the EFMD corporate knowledge base in partnership with Emerald Group Publishing and CRANET – Cranfield Network on Comparative Human Resource Management.

For EFMD Advisory Services, reports have been produced for events concerning MSc programmes, soft skills, doctoral programmes and fundraising.

KSU also continues to support and facilitate the publication of articles and other input into magazines, newsletters and conferences.
Development
European Affairs

The European Affairs team had four main tasks during 2009. First was to revise the March 2007 Position Paper in light of the current financial crisis and the Lisbon Agenda’s new cycle. Second, to strengthen communication with the members of its two consulting groups, the EU Presidency Steering Committee and the EU Advisory Board. Third, to revise communication materials and identify contacts to enhance institutional relations. Finally, to facilitate communication with other EFMD departments/units.

EU Presidency Steering Committee Meeting
The EU Presidency Steering Committee met in Milan during the 2009 Meeting for Deans and Directors General in January. Committee members resolved to revise the 2007 version of the EFMD Position Paper and a small working group was formed to carry out the revision.

It was also agreed that attracting attention to management and management research must be seen as a long-term effort alongside lobbying activities.

Expansion of the EU Presidency Steering Committee
The EFMD EU Presidency Steering Committee was expanded to reflect the upcoming Spanish and Belgian presidencies. Carlos Losada (ESADE, Spain), Santiago Iñiguez (IE, Spain), Fabrizio Ferraro (IESE, Spain) and Alain Vas (UCL, Belgium) have been confirmed as new Committee members.

EU Affairs Advisory Board Meeting
The EU Affairs Advisory Board met in June in Brussels at EFMD headquarters. At the Board’s request, a letter to José Manuel Barroso, President of the European Commission, was prepared reflecting the EFMD’s input into the revision of the Lisbon Strategy.

Policy Work of the Unit
The letter to Mr Barroso (sent in July) has two aims: to demonstrate the importance of management to Europe’s economic and social stability and to emphasise the relevance of management education and research in achieving this.

The revised EFMD Position Paper (December) focuses on quality measures and quality systems as well as research in management education and management development.

Both documents can be found on the EFMD website in the EU Affairs section.

Personnel Change within the EU Affairs Unit
Jocelyne Wang joined the EU Affairs Unit in February to consolidate the unit’s activities.
The EFMD EU Presidency Steering Committee was expanded to reflect the upcoming Spanish and Belgian presidencies.
GRLI – the Globally Responsible Leadership Initiative addresses the issue of global responsibility and the challenges of developing a generation of globally responsible leaders. GRLI’s operational mode remains entrepreneurial and follows the principle of “think big, act small, start now”.

Expansion
GRLI gained four new full institutional partners in 2009: Alto University School of Economics (Finland), Belgacom (Belgium), Maastricht University School of Business (Netherlands) and Universidad Americana (Paraguay). This brings GRLI’s total number of institutional partners to 62 from all parts of the world, up from the 21 original partners in 2004. Of the 62 partners, 38 are business schools/learning institutions and 24 are corporations/companies.

General Assemblies
Two General Assemblies were held in 2009. The first was hosted by original partners FDC – Fundação Dom Cabral and supported by Petrobras in Belo Horizonte, Brazil, on March 1-4. FDC was an excellent host both in terms of content and, in particular, through the involvement of government, corporate and other sector guests in a special session on “Changing Practice”.

The second General Assembly was hosted by BEM – Bordeaux Management School and CEAPC – Caisse d’Epargne Aquitaine Nord Poitou-Charentes on October 4-7 in Bordeaux, France. The two host organisations are a living example of the GRLI’s philosophy of partnering a company and a business school. Such pairings are a unique characteristic of GRLI. During the event, “The Bordeaux Challenge” brought together stakeholders representing the Bordeaux Chamber of Commerce, the mayor’s office and city hall, the business community and the academic/educational community to launch the “Appel de Bordeaux” (the Bordeaux Call).

The Communities of Responsible Action
2009 saw good progress in the development of the Communities of Responsible Action (CoRAs). These are vehicles through which GRLI enhances its impact by engaging local and regional stakeholders. The global dimension was confirmed in local and regional actions with the true meaning of being “glocal” becoming a reality.

The Bordeaux General Assembly was organised to coincide with the establishment of a CoRA around the challenges presented by the Bordeaux context and its stakeholders. In understanding how to make GRLI the central driving force for working with stakeholders towards CoRAs, part of the General Assembly was organised around one central question: How do your organisations, their leadership and managers create “value” without forfeiting the “values” and goals contained in the United Nations Global Compact and Millennium Development Goals (MDGs)?

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**Development**

Globally Responsible Leadership Initiative

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### Development

**Globally Responsible Leadership Initiative**

GRLI – the Globally Responsible Leadership Initiative addresses the issue of global responsibility and the challenges of developing a generation of globally responsible leaders. GRLI’s operational mode remains entrepreneurial and follows the principle of “think big, act small, start now”.

**Expansion**

GRLI gained four new full institutional partners in 2009: Alto University School of Economics (Finland), Belgacom (Belgium), Maastricht University School of Business (Netherlands) and Universidad Americana (Paraguay). This brings GRLI’s total number of institutional partners to 62 from all parts of the world, up from the 21 original partners in 2004. Of the 62 partners, 38 are business schools/learning institutions and 24 are corporations/companies.

**General Assemblies**

Two General Assemblies were held in 2009. The first was hosted by original partners FDC – Fundação Dom Cabral and supported by Petrobras in Belo Horizonte, Brazil, on March 1-4. FDC was an excellent host both in terms of content and, in particular, through the involvement of government, corporate and other sector guests in a special session on “Changing Practice”.

The second General Assembly was hosted by BEM – Bordeaux Management School and CEAPC – Caisse d’Epargne Aquitaine Nord Poitou-Charentes on October 4-7 in Bordeaux, France. The two host organisations are a living example of the GRLI’s philosophy of partnering a company and a business school. Such pairings are a unique characteristic of GRLI. During the event, “The Bordeaux Challenge” brought together stakeholders representing the Bordeaux Chamber of Commerce, the mayor’s office and city hall, the business community and the academic/educational community to launch the “Appel de Bordeaux” (the Bordeaux Call).

**The Communities of Responsible Action**

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**62**

GRLI’s total number of institutional partners

**21**

There were 21 original GRLI partners in 2004

**04/07.10.09**

The second General Assembly was hosted by BEM and CEAPC Bordeaux, France
Thought Leadership through Concept Development, Research and Publications

Work in the vital arena of thought leadership continued in 2009 with the launch of a major publishing initiative under the aegis of the collaboration with Emerald Group Publishing. Two GRLI journals, The Journal of Global Responsibility (JGR) and the Sustainability Accounting, Management and Policy Journal were officially launched. The Scholarone online database of both journals was also established. The GRLI book series also progressed with the establishment of an editorial board. The Call for Action launched in 2008 has been analysed during 2009 to monitor its impact and the way GRLI’s key messages have been received.

Other Activities

Corporate engagement activities have been supplemented with in-company workshops and training at EFMD in Brussels for partners interested in integrating responsible action and conduct as well as corporate behaviour for sustainability into their management and leadership development.

The GRLI ambassadors launched a Facebook group with the aim of creating a virtual and potentially physical forum driven and managed by student champions. They play a powerful role in engaging colleagues and junior managers from GRLI partner institutions in a debate on concepts developed within GRLI and their integration into curricula and business practices. Once mobilised, the graduating students then form an emerging community of responsible young leaders.

GRLI remains an active co-convener of the UN Global Compact Initiative on Principles for Responsible Management Education (PRME).

In June GRLI launched the GRLI Partner Magazine, Globally Responsibly, as another platform to communicate to partners what is taking place within the partnership. A redesigned and enhanced GRLI website was launched to give partners better and more timely updates about ongoing progress on collective action, General Assemblies, partner events, GRLI and partner publications, and training. It also allows for easier and more efficient working between partners.
Development Projects

**Quality of Entrepreneurship Programmes in Europe**

The Quality of the Entrepreneurship Programmes in Europe project, funded by the EU through the Socrates Programme, is aimed at identifying best practices in entrepreneurship education in Europe and proposing a quality assurance system. The work packages can be found on the EFMD website. The results of the project were widely disseminated during the EFMD Entrepreneurship Conference in February in Barcelona.

The project of which EFMD was responsible for the administrative and financial co-ordination was completed in August 2008 and its final report was submitted in December 2008. In February 2009, EFMD received the final evaluation from the European Commission with both the technical and the financial reports approved.

**Queste-Vet project**

The Queste-Vet project, funded by the EU through the Leonardo da Vinci Programme, was a continuation and extension of Queste, an EU initiative promoted by the European Network for Quality of Higher Engineering Education and including education, research and innovation, developing creativity and entrepreneurship.

Queste-Vet encompassed the adaptation of the criteria, the testing of the model in pilot institutions and the setting up of a European network for the dissemination of the quality assurance system. The work packages can be downloaded from the projects section of the EFMD website.

EFMD was in charge of all the administrative and financial reporting. The project was completed in December 2008 and its final report was submitted in February to the Leonardo da Vinci Agency responsible for its monitoring. The report was approved and the settling of the financial aspects as well as the payment of the partners were initiated in September.
Europe-China Business Management Training

Europe-China Business Management Training is a five-year project funded by the EU due to finish in 2012. It aims at developing a sustained capacity to deliver practice-oriented business management training to Chinese professionals. The project includes specific activities to provide access to management training to disadvantaged regions of China.

EFMD is mainly associated with the project’s dissemination activities, including an international academic conference on “Global Governance and Sino-European Business Relations” in 2011, the bi-annual EU-China Forum, the promotion of “EU Days” at CEIBS – China Europe International Business School, and spreading knowledge about the project.

European Platform for Higher Education Modernisation

The European Platform for Higher Education Modernisation (MODERN) is a consortium of 10 core and 26 associate partners intended to provide a solution to the fragmentation of support to higher education institutions and their leaders and managers. MODERN is a three-year EU-funded project, which will finish in 2011, led by the European Centre for Strategic Management of Universities. It aims to create an open European platform for innovation, knowledge, dissemination of good practice, and joint action on university leadership, governance and management.

EFMD, as one of the core partners, is associated with all the activities but leads on the design and running of peer learning activities as well as organising a conference on knowledge transfer. In 2009 EFMD and the Centre for Higher Education, Germany, surveyed the experience with peer learning initiatives in Europe and organised a “brief-the-trainer” workshop to present and discuss the concept for the peer learning workshops.

Fostering Entrepreneurship in Higher Education

Fostering Entrepreneurship in Higher Education (FoSentHE) is a three-year project ending in 2012. It is led by the University of Zagreb, Faculty of Economics and Business, Croatia, and funded by the EU through the Tempus Programme. The project aims to “create an e-cathedral” following the “5E” model: entrepreneurial mindset, e-learning, excellence, entrepreneurship centres and a European network.

EFMD is a partner in the consortium and associated with all its activities. It is particularly in charge of the design and organisation of two workshops and the quality assurance of all project activities. The workshop “Creation of Online Teaching Materials” was organised on May 18-20 in Split, Croatia, and presented the methodology and practical tools for the design and implementation of an online course targeted at university students. In addition, EFMD participated in the “Entrepreneurship without Borders” Conference in Tel Aviv on November 16-18.

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The Europe-China Business Management Training project includes specific activities to provide access to management training to disadvantaged regions of China.
Development Projects

Global Marketing Game
EFMD and ESIC Business and Marketing School, Spain, in collaboration with The Economist and PricewaterhouseCoopers ran the 5th world edition of the Global Marketing Game in 2009. The Global Marketing Game is a computer simulation of a real business environment. Although primarily a marketing simulation, the game requires players to take decisions in all the areas of managing a company from production and logistics through research, investment and finance to advertising, promotion and distribution. The competition was open to teams from across the world and participation is free of charge to students of any EFMD-member school. Over 700 teams from 50 countries took part. The final was held on May 23 in Madrid.

Multi-dimensional Global University Ranking
EFMD acts as technical support in the EU-funded Multi-dimensional Global University Ranking project. This is a project to establish a ranking system for higher education and to test it in both engineering and management education. The project is led by the Centre for Higher Education, Germany, and the Centre for Higher Education Policy Studies at the University of Twente, The Netherlands. EFMD will consider the dimensions and indicators developed by the research team for field-based ranking in business studies and assist the project team with the selection of pilot programmes and institutions.

Diversity Training For Israeli Education Managers
At the request of the Mandel Foundation, an Israeli member, EFMD organised a one-week seminar on Diversity Management for a group of 25 managers from the social and education sectors. The seminar was held at EFMD premises in July and a follow-up seminar was organised in December.

EU-VIP: Enterprise-University Virtual Placements
The EU-VIP project, funded by the EU under the Lifelong Learning Programme, aims to present different models and services for virtual mobility activities: to prepare and follow-up students who physically go abroad, as well as fully virtual placements, from selection, preparation, execution to follow-up. EFMD is a member of the consortium, led by KUL – Catholic University of Leuven and is associated with all the activities. In addition, it is particularly responsible for establishing the strategy on how the project results will be exploited. The project was officially launched in November.

At the request of the Mandel Foundation, Israel, EFMD organised a one-week seminar on Diversity Management

Promoting debate:
Open debate is central to the EFMD network

700
Over 700 teams from 50 countries took part in the Global Marketing Game

25
EFMD organised a one-week seminar on Diversity Management for 25 managers from the social and education sectors
EU-DRIVERS: European Drivers for a Regional Innovation Platform
EU-DRIVERS is a three-year EU-funded project, which started in October. It promotes cooperation between higher education institutions, public authorities and business to encourage regional innovation. The project is led by the European Centre for Strategic Management of Universities. Specific tasks of EFMD include providing expertise on discipline issues in the field of management education in workshops. It will also launch a call for expressions of interest within its membership to join the regional innovation partnership projects. In addition, EFMD is responsible for hosting and organising a workshop and a conference.

OpenScout
OpenScout stands for “Skill Based Scouting of Open User-Generated and Community-Improved Content for Management Education and Training”. OpenScout is a three-year project co-funded by the European Commission, which started in September 2009. The project is led by the University of Jyväskylä, Finland, and aims at providing online open content for management education and training. EFMD will coordinate the community building, develop and validate reference scenarios and contribute to the project dissemination.

Consolidating and Strengthening Cuban Managerial Capabilities: PROFOR
Consolidating and Strengthening Cuban Managerial Capabilities (PROFOR) aims to improve the efficiency of Cuban companies by providing training in management techniques currently used in Europe. This 42-month project has been made possible by a grant from the European Commission. The project will be implemented under the leadership of EFMD in cooperation with ESADE business school and will be launched in March 2010. Training programmes and specialised workshops will be organised for Cuban professors and university managers. Simultaneously, EFMD will initiate discussions with the Cuban authorities to survey the needs of the country in terms of management education and to determine an agenda for long-term academic cooperation between European and Cuban institutions in the field of management education based on the EFMD experience in establishing CEIBS.

EFMD will initiate discussions with the Cuban authorities to survey the needs of the country in terms of management education.
Support Services
Marketing, Communications and IT

EFMD Membership Drive
The EFMD-CENTRUM Catolica Conference in Peru in June strengthened EFMD’s visibility in South America and a membership drive has been concentrating on the region. Invitations for membership have been sent to business schools in Brazil, Chile, Colombia, Venezuela, Peru and Uruguay. Meanwhile, a membership drive in India continues and a second round of invitations has been sent to Indian schools. EFMD continues to be present at key conferences and events in the management development and business education fields to promote its activities and to raise awareness of the international network. The EFMD exhibition stand featured at the Association to Advance Collegiate Schools of Business Annual Meeting in April; the Academy of Management Annual Meeting in August; the Association of Asia-Pacific Business Schools Annual Conference in November; the Latin American Council of Business Schools Annual Meeting in November; and the First Drucker Forum in Vienna also in November. EFMD was also represented at the Benchmark for Business Conferences in January and September.

Mayen Enodien joined EFMD in January working for the Membership Services and the Marketing, Communications and IT Units.

EFMD online
Following security improvements brought to the EFMD website in 2008, a search tool has been integrated into the site. Some new tools have been integrated into the back office, including videos, RSS feeds and webinars. The EFMD Advisory Seminars now have a dedicated menu on the home page.

EFMD joined LinkedIn with a company profile at the beginning of 2009. In October, several EFMD discussion groups were created to engage members who also have a profile on LinkedIn. The groups relate to EFMD activities such as the IDP Alumni, External Relations and EFMD Women Deans. This is a trial project that may lead EFMD to create other groups in 2010.

Job Opportunities in the Network
The Job Opportunities page of the EFMD website continues to be a success and one of the most viewed sections of the site. In 2009 it featured 350 job offers.

350 job opportunities featured on the EFMD website
2009
Global Focus
Three issues of Global Focus and two special supplements were produced during 2009. The January issue, published to coincide with the 2009 EFMD Meeting for Deans and Directors General, included an essay by Alain Dominique Perrin, EFMD President, on “The Challenge of the Present”; an article on the blossoming of the Chinese economy and government encouragement to Chinese companies to “go global” in search of resources, growth and markets; and an interview with The Financial Times’ Della Bradshaw on business school rankings.

The January issue was accompanied by a special supplement, “EFMD Programme Accreditation – Impact and Development of EPAS”, which took a detailed look at how EPAS has developed over the last three years and showed how the “Scale Up” of EPAS has helped to achieve a European-wide presence and critical mass in key business school markets.

The June issue of Global Focus was published for the EFMD Annual Conference in Brussels. Highlights included an article by Emerald Group Publishing’s John Peters and Rebecca Marsh, “Separating the Wheat from the Chaff”, arguing that business research should make its social implications explicit; an article on the effects of the economic crisis on management education, and an interview with Dan Muzyka, Dean of the Sauder School of Business in Canada.

A third issue was published in October and included an interview with Baris Tan, Dean of Koç Business School, in Turkey (the first Turkish business school to achieve EQUIS accreditation) and an article on the lessons that can be learned from business history.

The October issue was also published with a special supplement, “The Role of Corporate Coaching in Business”, produced by the Marketing, Communications and IT Unit, that looked at the importance of coaching and mentoring in business and covered issues such as designing a coaching strategy and coaching teams in the workplace.

Global Focus has been in publication for three years. The magazine is growing in reputation and reinforces the value and prestige of the EFMD network while at the same time covering the key issues facing management education and development.

“Global Focus is a vital resource and covers the key issues facing management education and development.”
Business in Society Gateway
At the Meeting for Deans and Directors General in Milan, EFMD and EABIS – European Academy for Business in Society officially launched “The Business in Society Gateway”, which aims to become Europe’s most comprehensive online resource centre for corporate social responsibility.

Outstanding Doctoral Research Awards 2008/09
The 5th Annual Outstanding Doctoral Research Awards winners were announced with Emerald Group Publishing and this will run again in 2010. The Awards are made in 12 management-related subject areas – each sponsored by a leading journal from the Emerald portfolio. The number of entries and quality has improved every year since the Awards were introduced. In 2009 there were over 200 entries from 35 countries.

Press Relations and Media Coverage
EFMD continues to work closely with leading European newspapers with a particular focus on the Financial Times, with which EFMD has formed a strong relationship. EFMD has been pro-actively contacting key media in France, Germany and Spain and set up interviews and meetings during 2009. All leading journalists across Europe receive copies of Global Focus.

Support Services
Marketing, Communications and IT
The Business of Branding International 2009
EFMD, in association with CarringtonCrisp and the Association of Business Schools, again conducted the Business of Branding Research Project with EFMD business school members to examine the impact and effectiveness of business school branding and marketing programmes. The results were disseminated across the network and featured in various media.

WebWorks 2009 – Generation Web: a report on Best Practice For Business School Websites
EFMD and CarringtonCrisp organised the Generation Web Study that helps universities and business schools maximise the benefit from their websites. The results were again widely distributed across the network and the Executive Summary of the 2009 edition was made available to all members.

EFMD and Emerald Group Publishing
Alongside the Doctoral Awards, EFMD works very closely with Emerald Group Publishing in other areas. The three winning cases from the Excellence in Practice Awards were published in October in the journal *Strategic Decision*. 

Another special issue of the *Journal of Management Development*, edited by Howard Thomas and Eric Cornuel, on the theme of “Challenges and Impacts of Business School Research: Balancing Rigour and Relevance”, was published in November.

EFMD and Emerald also collaborated to give all EFMD members access to the EFMD/Emerald Research Link: a management learning and development resource featuring articles, interviews and case studies.

EFMD and CarringtonCrisp organised the Generation Web Study that helps universities and business schools maximise the benefit from their websites
EFMD Governance
as of December 2009

Honorary President
(1) Gerard van Schaik
former EFMD President; former Chairman of the Executive Board of Heineken N.V., Netherlands

President
(2) Alain Dominique Perrin
Executive Director, Richemont International S.A., Switzerland

Vice Presidents
(3) Thomas Sattelberger
Board Member for Human Resources, Deutsche Telekom, Germany
(4) David M. Saunders
Dean, Queen’s School of Business, Queen’s University, Canada

Director General & CEO
(5) Eric Cornuel
EFMD

Board of Trustees
(6) Fátima Barros
Dean, Faculdade de Ciências Económicas e Empresariais, Universidade Católica Portuguesa, Portugal
(7) Tim Brailsford
Dean, UQ Business School, University of Queensland, Australia
(8) François-Xavier Cornu
Executive Director of Education Research and Training Division, CCIP – Chambre de Commerce et d’Industrie de Paris / Paris Chamber of Commerce and Industry, France
(9) Susan Cox
Dean, Lancaster University Management School, United Kingdom
(10) James Fleck
Dean, The Open University Business School, United Kingdom
(11) Alberto Grando
Dean, SDA Bocconi, School of Management, Italy
(12) Alice Guilhon
Dean, SKEMA Business School, France
(13) María Lorena Gutiérrez
Dean, School of Management, Universidad de los Andes, Colombia

Nationalities represented in the EFMD governance 2009

New members to the board 2009
(14) **Madis Habakuk**  
Chairman of the Supervisory Board,  
Estonian Business School, Estonia

(15) **Santiago Iñiguez**  
Dean, IE Business School, Spain

(16) **Eero Kasanen**  
Dean, Aalto University School of Economics,  
Finland

(17) **Valery Katkalo**  
Dean, Graduate School of Management,  
St. Petersburg State University, Russia

(18) **Peter Loränge**†  
President, Loränge Institute of Business  
Zurich, Switzerland

(19) **Philippe Louvet**  
Director, Learning for Development,  
L’Oréal, France

(20) **Baris Tan**†  
Dean, College of Administrative Sciences  
and Economics, Koç University, Turkey

(21) **Mario Vaupel**  
Head of ERGO Management Academy,  
ERGO Versicherungsgruppe AG, Germany

(22) **Michael West**†  
Executive Dean, Aston Business School,  
Aston University, United Kingdom

(23) **Nicole Coopman**  
Administrative Director, EIASM – European  
Institute for Advanced Studies in Management,  
Belgium (observer)

† New Board Members welcomed in 2009

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**Departures in 2009**

- **Gilbert Lenssen**  
  President, EABIS – European Academy  
  of Business in Society, Belgium
- **Francisco S. Mazzucca**  
  Director, FGV – Fundação Getulio Vargas,  
  Brazil
- **Andrew Pettigrew**  
  Professor of Strategy & Organization,  
  Said Business School, United Kingdom
- **Jean-Louis Scaringella**  
  Deputy Director General, in charge of Studies,  
  Prospecting and Innovation, CCIP – Chambre  
  de Commerce et d’Industrie de Paris / Paris  
  Chamber of Commerce and Industry, France
EFMD Membership

New Members

The following members have been ratified in Brussels in June 2009 at the EFMD Annual General Assembly.

New Full Members *

Academic

Athens Information Technology (AIT)
Greece

Avans University of Applied Sciences, Avans School of International Studies
The Netherlands

BA School of Business and Finance
Latvia

Berlin School of Economics and Law / Hochschule für Wirtschaft und Recht Berlin
Germany

Birmingham City University, Birmingham City Business School
United Kingdom

Bode Graduate School of Business
Norway

Danube University Krems, Danube Business School
Austria

Edge Hill University, Edge Hill Business School
United Kingdom

EGP – University of Porto Business School
Portugal

EMLV-Ecole de Management Léonard de Vinci
France

ETH Zurich, Department of Management, Technology & Economics (MTEC)
Switzerland

Foundation for Organisational Research & Education (FORE) – FORE School of Management (FSM)
India

Indian Institute of Management, Bangalore (IIMB)
India

Institute of Business Studies (IBS-Moscow), Academy of National Economy of the Government of the Russian Federation
Russia

Nanjing University, School of Business
China

Sabanci University, Faculty of Management
Turkey

Shanghai University, MBA Center and Global Management Education Institute
China

Università Cattolica del Sacro Cuore, Faculty of Economics
Italy

Universiti Kebangsaan Malaysia, Graduate School of Business
Malaysia

University of Antwerp, Faculty of Applied Economics
Belgium

University of Economics in Bratislava
Slovakia

University of Exeter Business School
United Kingdom

University of Kent, Kent Business School
United Kingdom

University of Neuchatel, Faculty of Economics
Switzerland

University of Oulu, Oulu Business School
Finland

University of Sunderland, Faculty of Business and Law
United Kingdom

University of Warsaw, Faculty of Management
Poland

University of Westminster, Westminster Business School
United Kingdom

VERN® University of Applied Sciences
Croatia

Waterford Institute of Technology, School of Business
Ireland

Corporate

Bertelsmann AG
Germany

Caterpillar, Caterpillar University
Switzerland

Delhaize Group
Belgium

MAN AG
Germany

Masterstudies AS
Norway

Schindler Management AG
Switzerland

Swiss Life
Switzerland

The EFMD total membership reached 732 organisations from 82 countries in 2009.
New Affiliated Members

Academic
Aventis School of Management
Singapore
Deakin University, Faculty of Business and Law
Australia
Groupe HECI Maroc
Morocco
Guanghua School of Management at Peking University
China
Hanyang University School of Business
Republic of Korea
Hitotsubashi University, Graduate School of International Corporate Strategy
Japan
Institute of Public Enterprise
India
IPADE Business School
Mexico
Nathan Weiss Graduate College at Kean University
United States
Sasin Graduate Institute of Business Administration of Chulalongkorn University
Thailand
Shantou University, Business School
China
Sun Yat-sen University, School of Business
China
Université Internationale Dakar
Senegal
Universiti Utara Malaysia, College of Business
Malaysia
University of Adelaide, Business School
Australia

Association
Mandel Foundation
Israel

New Associate Members

Academic
AIK Harj University
Saudi Arabia
UFAR-Fondation Université Française en Arménie (French University Foundation in Armenia)
Armenia

New Reciprocal Members #
ABEST21 - Alliance on Business Education and Scholarship for Tomorrow
Japan
ASFBA - Arab Society of Faculties of Business Administration
Lebanon
BAMDE – Bulgarian Association for Management Development & Entrepreneurship
Bulgaria
EAIE - European Association for International Education
The Netherlands
EURAM – European Academy of Management
Belgium
SFM – Société Française de Management / French Academy of Management
France

Transition from Associate to Full Membership

Academic
Kyiv-Mohyla Business School
Ukraine

* Members with full voting rights. Companies, business schools, public sector organisations, executive development centres, chambers of commerce, employers’ associations, training consultancies and other organisations actively involved in management development. De facto membership for European institutions.
º Organisations located outside of Europe. No voting rights.
# Newly formed organisations. No voting rights.
The following new members are to be approved by the Board of Trustees and ratified in Oestrich-Winkel (Wiesbaden) in June 2010 at the Annual General Assembly.

**New Full Members**

**Academic**
- Business School Lausanne, Switzerland
- Canterbury Christ Church University, Faculty of Business & Management, United Kingdom
- East China University of Science & Technology, School of Business, Shanghai, China
- EBAPE – Escola Brasileira de Administração e de Empresas, Brazil
- George Mason University, School of Management, United States
- ISEG – School of Economics and Management, Portugal
- Teesside University Business School, United Kingdom
- Tilburg University, Faculty of Economics & Business Administration, The Netherlands

**Corporate**
- Abu-Dhabi Water & Electricity Authority, United Arab Emirates
- Akademie Deutscher Genossenschaften ADG, Germany (Executive Development Centre)
- BP, United Kingdom
- Chengwei Ventures, China
- GlaxoSmithKline Biologicals, Belgium
- Pearson plc, Pearson Language Tests, United Kingdom
- SAFRAN, France
- Solvay S.A., France
- UBS AG, Switzerland

**Transition from Associate to Full Membership**

**Academic**
- Plekhanov Russian Academy of Economics, Russia

**New Affiliated Members**

**Academic**
- King Saud University, College of Business – Riyadh, Saudi Arabia
- Peking University, HSBC School of Business, Shenzhen, China
- Rikkyo University, College of Business, Japan
- Universidad de las Americas, Puebla, School of Business and Economics, Mexico
- Universidad Externado de Colombia, Facultad de Administración de Empresas, Colombia

**Corporate**
- Tuck Executive Education at Dartmouth, United States (Executive Development Centre)
New Associate Members
Academic
Alpen-Adria Universität Klagenfurt, M/O/T School of Management, Organizational Development and Technology
Austria
BPP Business School
United Kingdom

New Honorary Members
Viscount Etienne Davignon, Vice Chairman, Suez-Tractebel
Belgium
Jie Zhang, President, Shanghai Jiao Tong University
China

New Reciprocal Members
ECSB – European Council for Small Business and Entrepreneurship
Finland

New members : May 2010 review – The following organisations have applied for membership as of 2 April 2010 and will be reviewed by the Membership Review Committee on 5 May 2010.

New Full Members (May 2010 review) Academic
Brunel University, Brunel Business School
United Kingdom
European University Cyprus, School of Business Administration
Cyprus
Keio University, Keio Business School
Japan
Lappeenranta University of Technology, School of Business
Finland
Lebanese American University, School of Business
Lebanon
University of Maribor, Faculty of Economics and Business
Slovenia

New Affiliated Members (May 2010 review) Academic
Florida International University, College of Business Administration
United States
The American University in Cairo, School of Business
Egypt

New Associate Members (May 2010 review) Academic
IMC University of Applied Sciences Krems/Fachhochschule Krems GmbH IMC
Austria
EFMD Team

2010

EFMD Team

1. Eric Cornuel
   Director General & CEO

2. Liliane Gaspari
   Personal Assistant to DG
   & Membership Manager

Network Services

3. Jim Herbolich
   Director

4. Robin Hartley
   Manager

5. Griet Houbrechts
   Director
   Business School Services Unit

6. Delphine Hauspy
   Manager
   Business School Services Unit

7. Virginie Heredia-Rosa
   Manager
   Business School Services Unit

8. Diana Grote
   Manager
   Business School Services Unit

9. Emmanuelle Duval
   Coordinator
   Business School Services Unit

10. Richard Straub
    Director & CLIP
    Programme Director
    Corporate Services Unit

11. Shanshan Ge
    Manager
    Corporate Services Unit

12. Florence Grégoire
    Membership Manager
    Corporate Services Unit

13. Roland Van Dierdonck
    Director
    Knowledge and Surveys Unit

14. Christophe Terrasse
    Associate Director
    Knowledge and Surveys Unit

15. Martine Plompen
    Associate Director
    Knowledge and Surveys Unit

16. Jocelyne Wang
    Manager, EU Affairs
    & Research
    Knowledge and Surveys Unit

Quality Services

17. Julio Urgel
    Director

18. Gordon Shenton
    Associate Director

19. Chris Greensted
    Associate Director

20. Ulrich Hommel
    Associate Director

21. Roland Van Dierdonck
    Associate Director

22. Veronique Roumans
    Manager

23. Marielle Van Renterghem
    Coordinator

24. Catarina Botelho
    Coordinator

25. Friedemann Schulze-Fielitz
    Coordinator

26. Anamaria Sideri
    Coordinator
Development
(10) Richard Straub
Director & CLIP
Programme Director
(26) Liliana Petrella
Director, Development
Initiatives
Development Unit
(27) Martine Torfs
Manager
Globally Responsible Leadership
Initiative Centre

Support Services
(16) Jocelyne Wang
Manager, EU Affairs & Research
(14) Christophe Terrasse
Associate Director
Projects Unit
(28) Boriana Marinova
Project Manager
Projects Unit
(9) Emmanuelle Duval
Coordinator
Projects Unit

(39) Helke C. Hernandes
Director
Marketing, Comms & IT Unit
(30) Matthew Wood
Director of Communications
Marketing, Comms & IT Unit
(31) Patsy Van Autreve
Manager
Marketing, Comms & IT Unit
(32) Nick Pergoot
Manager IT
Marketing, Comms & IT Unit

(33) Mayen Enodien
Marketing & Membership
Coordinator
Marketing, Comms & IT Unit
(34) André Fizaine
Director
Finance Unit
(35) Benoît de Grand Ry
Finance & HR Manager
Finance Unit
(36) Angela Rojas
Financial Assistant
Finance Unit

(37) Claude Loux
Coordinator Office
& Reception
Office Support Unit
(38) Astrid Kaisin
Coordinator, Support
Office Administration
Office Support Unit
Auditors’ Report

STATUTORY AUDITORS’ REPORT TO THE GENERAL MEETING OF THE MEMBERS OF THE

EFMP
INTERNATIONAL NOT-FOR-PROFIT ASSOCIATION
FOR THE YEAR ENDED 31st DECEMBER 2009

In accordance with the legal and statutory requirements, we report to you on the performance of the mandate of statutory auditor, which has been entrusted to us. This report contains our opinion on the true and fair view of the financial statements as well as the required additional statements.

Unqualified audit opinion on the financial statements

We have audited the financial statements for the year ended 31st December 2009, prepared in accordance with the financial reporting framework applicable in Belgium, which show a balance sheet total of €7,792,797.65 and a profit for the accounting period of €523,191.35.

Management is responsible for the preparation and the fair presentation of these financial statements. This responsibility includes designing, implementing and maintaining internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with the legal requirements and the Auditing Standards applicable in Belgium, as issued by the Institute of Registered Auditors (Instituut van de Redingkundigen). Those standards require that we plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement, whether due to fraud or error.

In accordance with the above-mentioned auditing standards, we considered the association’s accounting system, as well as its internal control procedures. We have obtained from management and from the association’s officials the explanations and information necessary for conducting our audit procedures. We have examined, on a test basis, the evidence supporting the amounts included in the financial statements. We have assessed the appropriateness of accounting policies and the reasonableness of the significant accounting estimates made by the association as well as the overall financial statement presentation. We believe that these procedures provide a reasonable basis for our opinion.

Date: 31st December 2009

By:

[Signature]
[Name]
In our opinion, the financial statements for the year ended 31st December 20X9 give a true and fair view of the association’s assets and liabilities, its financial position and the results of its operations in accordance with the financial reporting framework applicable in Belgium.

Additional statements

The compliance by the association with the law of 27 June 1921 related to not-for-profit associations, international not-for-profit associations and foundations is the responsibility of management.

Our responsibility is to supplement our report with the following additional statements, which do not modify our audit opinion on the financial statements:

Without prejudice to formal aspects of minor importance, the accounting records were maintained in accordance with the legal and regulatory requirements applicable in Belgium.

There are no transactions undertaken or decisions taken in violation of the association’s by-laws or the law of 27 June 1921 related to not-for-profit associations, international not-for-profit associations and associations that we have to report to you.

Brussels, 1st March 2010

[Signature]

SCCRL PVMD Renseign d’entreprises
Statutory auditor
Represented by Charles Alain
Legal auditor
Financial Statements 2009

Balance Sheet: Assets

All amounts are in Euros

<table>
<thead>
<tr>
<th>Codes</th>
<th>31/12/2009</th>
<th>31/12/2008</th>
</tr>
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<tbody>
<tr>
<td>Fixed Assets</td>
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<td></td>
</tr>
<tr>
<td>I. Formation expenses</td>
<td>20</td>
<td>2,434,177</td>
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<tr>
<td>II. Intangible assets</td>
<td>21</td>
<td>28,494</td>
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<tr>
<td>III. Tangible assets</td>
<td></td>
<td></td>
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<tr>
<td>A. Land and buildings (in freehold)</td>
<td>22/27</td>
<td>2,330,855</td>
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<td>B. Plant, machinery and equipment (in freehold)</td>
<td>231</td>
<td>172,875</td>
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<tr>
<td>C. Furniture and vehicles (in freehold)</td>
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<td>172,486</td>
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<td>D. Leasing and other similar rights</td>
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<tr>
<td>E. Other tangible assets (in freehold)</td>
<td>261</td>
<td></td>
</tr>
<tr>
<td>F. Assets under construction and advance payments</td>
<td>27</td>
<td></td>
</tr>
<tr>
<td>IV. Financial assets</td>
<td>28</td>
<td>54,828</td>
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<tr>
<td>A. Affiliated entities</td>
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<tr>
<td>1. Participating interest in affiliated companies</td>
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</tr>
<tr>
<td>2. Amounts receivable</td>
<td>280</td>
<td></td>
</tr>
<tr>
<td>B. Other companies linked by participating interests</td>
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<td></td>
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<tr>
<td>1. Participating interests</td>
<td>283/3</td>
<td></td>
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<td>2. Amounts receivable</td>
<td>282</td>
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<tr>
<td>C. Other financial assets</td>
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<td></td>
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<tr>
<td>1. Shares</td>
<td>284</td>
<td></td>
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<td>2. Amounts receivable and cash guarantees</td>
<td>285/8</td>
<td>54,828</td>
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<td>Current Assets</td>
<td>29/58</td>
<td>5,358,621</td>
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<td>V. Amounts receivable after more than one year</td>
<td>29</td>
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<tr>
<td>A. Trade debtors</td>
<td>290</td>
<td></td>
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<tr>
<td>B. Other amounts receivable</td>
<td>291</td>
<td></td>
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<tr>
<td>VI. Stocks and contracts in progress</td>
<td>3</td>
<td></td>
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<tr>
<td>A. Stocks</td>
<td>30/36</td>
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<tr>
<td>1. Raw materials and consumables</td>
<td>30/31</td>
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<td>2. Work in progress</td>
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<td>3. Finished goods</td>
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<td>4. Goods purchased for resale</td>
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<td>5. Immovable property acquired or constructed for resale</td>
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<td>6. Advance payments</td>
<td>36</td>
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<tr>
<td>B. Contracts in progress</td>
<td>37</td>
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<tr>
<td>VII. Amounts receivable within one year</td>
<td>40/41</td>
<td>3,598,876</td>
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<td>A. Trade debtors</td>
<td>40</td>
<td>3,395,680</td>
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<td>B. Other amounts receivable</td>
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<td>3,996</td>
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<td>VIII. Investments</td>
<td>50/53</td>
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<td>A. Own shares</td>
<td>50</td>
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<tr>
<td>B. Other investments and deposits</td>
<td>51/53</td>
<td>1,668,278</td>
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<tr>
<td>IX. Cash at bank and in hand</td>
<td>54/58</td>
<td>5,411</td>
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<td>X. Deferred charges and accrued income</td>
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<tr>
<td>Total Assets</td>
<td>20/58</td>
<td>7,792,798</td>
</tr>
</tbody>
</table>
### Financial Statements 2009

#### Balance Sheet: Liabilities

All amounts are in Euros

<table>
<thead>
<tr>
<th>Codes</th>
<th>31/12/2009</th>
<th>31/12/2008</th>
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</thead>
<tbody>
<tr>
<td><strong>Social Funds</strong></td>
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<td></td>
</tr>
<tr>
<td></td>
<td>10:15</td>
<td>2,786,444</td>
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<td><strong>I. Associative funds</strong></td>
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<tr>
<td>A. Initial patrimony</td>
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<td>B. Permanent means</td>
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<td><strong>III. Revaluation surplus</strong></td>
<td>12</td>
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<td><strong>III. Allocated funds</strong></td>
<td>13</td>
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<td><strong>V. Profit carried forward</strong></td>
<td>140</td>
<td>2,786,444</td>
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<tr>
<td>Loss carried forward</td>
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<td><strong>VI. Investment grants</strong></td>
<td>15</td>
<td></td>
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<tr>
<td><strong>Provisions</strong></td>
<td>16</td>
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<tr>
<td><strong>VII. A. Provisions for liabilities and charges</strong></td>
<td>160:5</td>
<td></td>
</tr>
<tr>
<td>1. Pensions and similar obligations</td>
<td>160</td>
<td></td>
</tr>
<tr>
<td>2. Taxation</td>
<td>161</td>
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<tr>
<td>3. Major repairs and maintenance</td>
<td>162</td>
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<tr>
<td>4. Other liabilities and charges</td>
<td>163:5</td>
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<tr>
<td><strong>B. Provisions for donations and legacies with right of recovery</strong></td>
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<tr>
<td><strong>Creditors</strong></td>
<td>17:49</td>
<td>5,006,354</td>
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<td><strong>VIII. Amounts payable after more than one year</strong></td>
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<tr>
<td>A. Financial debts</td>
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<tr>
<td>1. Subordinated loans</td>
<td>170:4</td>
<td>591,440</td>
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<td>2. Unsubordinated debentures</td>
<td>170</td>
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</tr>
<tr>
<td>3. Leasing and other similar obligations</td>
<td>172</td>
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<tr>
<td>4. Credit institutions</td>
<td>173</td>
<td>591,440</td>
</tr>
<tr>
<td>5. Other loans</td>
<td>174</td>
<td></td>
</tr>
<tr>
<td>B. Trade debts</td>
<td>175</td>
<td></td>
</tr>
<tr>
<td>1. Suppliers</td>
<td>1750</td>
<td></td>
</tr>
<tr>
<td>2. Bills of exchange payable</td>
<td>1751</td>
<td></td>
</tr>
<tr>
<td>C. Advances receives on contracts in progress</td>
<td>176</td>
<td></td>
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<tr>
<td>D. Other amounts payable</td>
<td>179</td>
<td></td>
</tr>
<tr>
<td>1. Interest-bearing</td>
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<tr>
<td>2. Non-productive of interest or with an abnormally low interest</td>
<td>1791</td>
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<tr>
<td>3. Securities received in cash</td>
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<td></td>
</tr>
<tr>
<td><strong>IX. Amounts payable within one year</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A. Current portion of amounts payable after more than one year</td>
<td>42:48</td>
<td>968,950</td>
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<td>B. Financial debts</td>
<td>42</td>
<td>283,038</td>
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<tr>
<td>1. Credit institutions</td>
<td>430:8</td>
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<tr>
<td>2. Other loans</td>
<td>439</td>
<td></td>
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<tr>
<td>C. Trade debts</td>
<td>44</td>
<td>597,000</td>
</tr>
<tr>
<td>1. Suppliers</td>
<td>440:4</td>
<td>597,000</td>
</tr>
<tr>
<td>2. Bills of exchange payable</td>
<td>441</td>
<td></td>
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<tr>
<td>D. Advances received on contracts in progress</td>
<td>45</td>
<td></td>
</tr>
<tr>
<td>E. Taxes, remuneration and social security</td>
<td>45:3</td>
<td></td>
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<tr>
<td>1. Taxes</td>
<td>450:3</td>
<td>329,560</td>
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<tr>
<td>2. Remuneration and social security</td>
<td>454:9</td>
<td>89,641</td>
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<tr>
<td>F. Other amounts payable</td>
<td>46</td>
<td></td>
</tr>
<tr>
<td>1. Bonds, dividends and securities received in cash</td>
<td>486:8</td>
<td></td>
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<tr>
<td>2. Other various debts producing interest</td>
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<td></td>
</tr>
<tr>
<td>3. Other various debts non-productive of interest or with an abnormally low interest</td>
<td>4891</td>
<td>16,372</td>
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<tr>
<td><strong>X. Accrued charges and deferred income</strong></td>
<td>492:3</td>
<td>3,445,964</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td>10:49</td>
<td>7,792,798</td>
</tr>
</tbody>
</table>
Financial Statements 2009

Income Statement: Charges

All amounts are in Euros

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>II. Operating charges</td>
<td>60/64</td>
<td>5,783,294</td>
</tr>
<tr>
<td>A. Raw materials, consumables and goods for resale</td>
<td>60</td>
<td></td>
</tr>
<tr>
<td>1. Purchases</td>
<td>600/8</td>
<td></td>
</tr>
<tr>
<td>2. Increase (+); Decrease (-) in stocks</td>
<td>609</td>
<td></td>
</tr>
<tr>
<td>B. Services and other goods</td>
<td>61</td>
<td>3,819,936</td>
</tr>
<tr>
<td>C. Remuneration, social security costs and pensions</td>
<td>62</td>
<td>1,607,249</td>
</tr>
<tr>
<td>D. Depreciation of and other amounts written off formation expenses, intangible and tangible fixed assets</td>
<td>630</td>
<td>169,226</td>
</tr>
<tr>
<td>E. Increase (+); Decrease (-) in amounts written off stocks, contracts in progress and trade debtors</td>
<td>631/4</td>
<td>52,685</td>
</tr>
<tr>
<td>F. Increase (+); Decrease (-) in provisions for liabilities and charges</td>
<td>635/7</td>
<td></td>
</tr>
<tr>
<td>G. Other operating charges</td>
<td>640/8</td>
<td>133,598</td>
</tr>
<tr>
<td>H. Operating charges capitalised as reorganisation costs</td>
<td>649</td>
<td></td>
</tr>
<tr>
<td>V. Financial charges</td>
<td>65</td>
<td>109,551</td>
</tr>
<tr>
<td>A. Interest and other debt charges</td>
<td>650</td>
<td>72,317</td>
</tr>
<tr>
<td>B. Increase (+); Decrease (-) in amounts written off current assets other than mentioned under II.E.</td>
<td>651</td>
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</tr>
<tr>
<td>C. Other financial charges</td>
<td>652/9</td>
<td>37,034</td>
</tr>
<tr>
<td>VIII. Extraordinary charges</td>
<td>66</td>
<td></td>
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<tr>
<td>A. Extraordinary depreciation of and extraordinary amounts written off formation expenses, intangible and tangible fixed assets</td>
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<tr>
<td>B. Amounts written off financial fixed assets</td>
<td>661</td>
<td></td>
</tr>
<tr>
<td>C. Provisions for extraordinary liabilities and charges (increase +, decrease -)</td>
<td>662</td>
<td></td>
</tr>
<tr>
<td>D. Loss on disposal of fixed assets</td>
<td>663</td>
<td></td>
</tr>
<tr>
<td>E. Other extraordinary charges</td>
<td>664/8</td>
<td></td>
</tr>
<tr>
<td>F. Extraordinary charges capitalised as reorganisation costs</td>
<td>669</td>
<td></td>
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<tr>
<td>XI. Profit for the period (transferred to profit carried forward)</td>
<td>70/67</td>
<td>523,102</td>
</tr>
<tr>
<td>Total</td>
<td>60/67</td>
<td>6,415,947</td>
</tr>
</tbody>
</table>

Financial Statements 2009 / Income Statements
## Financial Statements 2009
### Income Statement: Income

All amounts are in Euros

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>I. Operating income</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A. Turnover</td>
<td>70.74</td>
<td>6,362,580</td>
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<td>B. Increase (+); Decrease (-) in stocks of finished goods, work and contracts in progress</td>
<td>70</td>
<td>3,125,244</td>
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<td>C. Own construction capitalised</td>
<td>72</td>
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<tr>
<td>D. Membership fees, donations, legacies and subsidies</td>
<td>73</td>
<td>2,898,438</td>
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<td>E. Other operating income</td>
<td>74</td>
<td>37,889,898</td>
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<tr>
<td>IV. Financial income</td>
<td></td>
<td></td>
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<tr>
<td>A. Income from financial fixed assets</td>
<td>75</td>
<td>53,367</td>
</tr>
<tr>
<td>B. Income from current assets</td>
<td>759</td>
<td>114</td>
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<tr>
<td>C. Other financial income</td>
<td>751</td>
<td>36,682</td>
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<tr>
<td>VII. Extraordinary income</td>
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<td></td>
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<tr>
<td>A. Adjustments to depreciation of and to other amounts written off intangible and tangible fixed assets</td>
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<td>B. Adjustments to amounts written off financial fixed assets</td>
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<tr>
<td>C. Adjustments to provisions for extraordinary liabilities and charges</td>
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<td></td>
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<tr>
<td>D. Gain on disposal of fixed assets</td>
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<tr>
<td>E. Other extraordinary income</td>
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<td>17,571</td>
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<td>XI. Loss for the period</td>
<td>67.70</td>
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<tr>
<td>Total</td>
<td>70.77</td>
<td>6,415,947</td>
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</tbody>
</table>

### EFMD Revenue 2009

- Membership Business Schools: 36%
- Membership Corporate: 31%
- Conferences: 4%
- Quality Services: 5%
- Projects: 8%
- Other: 16%
### Financial Statements 2009

#### Forecast 2010

<table>
<thead>
<tr>
<th>Category</th>
<th>EURs 000</th>
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<tbody>
<tr>
<td><strong>Operating income</strong></td>
<td>7,093</td>
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<tr>
<td><strong>Direct costs</strong></td>
<td>(1,817)</td>
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<tr>
<td><strong>Overheads</strong></td>
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<tr>
<td>Personnel</td>
<td>(3,400)</td>
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<tr>
<td>Rent &amp; Maintenance</td>
<td>(185)</td>
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<tr>
<td>Office Equipment</td>
<td>(80)</td>
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<tr>
<td>Administrative expenses</td>
<td>(105)</td>
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<tr>
<td>Printing (brochures...)</td>
<td>(40)</td>
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<tr>
<td>Travelling</td>
<td>(48)</td>
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<tr>
<td>Fees (external consultants &amp; sundry services)</td>
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<td>Communication</td>
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<td>Other overhead expenses</td>
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<tr>
<td>Depreciation on fixed assets (1)</td>
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</tr>
<tr>
<td>Amounts written down on debts (2)</td>
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<tr>
<td>Financial result</td>
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<tr>
<td><strong>Total overheads</strong></td>
<td>(4,910)</td>
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<td><strong>Net result (3)</strong></td>
<td>366</td>
</tr>
<tr>
<td><strong>Cash flow (3) + (1) + (2)</strong></td>
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</table>
Financial Statements 2009

Comments

At year-end 2009, the social funds amounted to €2,786,444, while the long-term debts were €591,440. The long-term resources represented a total of €3,380,884 and were in part used to finance the fixed assets amounting to €2,434,177. The cash position was positive at €1,673,689.

The intangible assets (code 21) cover the IT software. The tangible assets comprise the 4th and 5th floors, which are depreciated over a 50-year period and the furniture and equipment, which are depreciated respectively between 3 to 10 years. The financial assets (code 284) are essentially the cash advances for social security.

In 2009, EFMD reimbursed anticipatively part of the loans contracted for the floors for an amount of €1,111,120.

The trade debtors (code 40) amount to €3,598,876 and comprise:

- The invoicing of the 2010 membership fees and other activities for a total of €3,467,923. EFMD, for example, invoiced the 2010 membership fees and the 2010 Meeting for Deans and Directors General in December 2009. The correlative of this amount can be found under the deferred income (code 492),
- The outstanding invoices prior to 2009, which were followed up during the first quarter of 2010, and which are globally provisioned. These bad receivables represent less than 1% of the total invoicing,
- The advance payments to the suppliers for a total of €116,705.

The amounts payable within one year (€968,950) include:

- The annuities on the loans for 2009 totalling €26,018 (code 42),
- The ordinary debts to the suppliers for €597,000 (code 440/4),
- The social security liabilities and other debts for €345,932.

The accrued charges and the deferred income (code 492/3) represent mainly the 2010 invoicing as explained above.

Comments on the Income Statement 2009

The operating income remained globally stable in 2009, but the membership activities increased by 8% and the Quality Services activities by 38%. The conferences activity decreased by 27%, mainly due to the fact that EFMD organised two non-recurrent conferences in 2008 [in Shanghai with CEIBS and in Barcelona with AACSB]. In addition, more and more participants take advantage of the early bird rate, which impacts on the conference revenue.

The operating charges (€5,783,294) decreased in 2009 compared to 2008 (€5,885,948) as a result of a decrease in the direct costs (2%). This is mainly due to a return to normal for conference activity. The overheads remained constant. The total expenses decreased by €75,414 which shows that all the costs are very well under control.

The net result in 2009 is €523,102 compared to €496,966 in 2008. This result can be largely explained by an exceptional increase in the income from the Advisory Seminars and projects, combined with an increase in the number of institutions that joined EFMD. This provides EFMD with a very good comfort zone for launching new activities planned for 2010.
Financial Statements 2009

Comments

Comments on the Forecast 2010
The operating income will be over 7 million euros, which is + 11% compared to 2009.

This income is essentially the result of:
- A growth in the membership (+3%),
- A stabilization of the Quality Services activities (-4%),
- An increase in the conferences activity as three new conferences will be organised in 2010 (the EFMD Masters Conference, the EFMD Conference in the MENA Region and the EFMD Africa Conference),
- The launch of PROFOR, a 42-month EU-funded project aiming at strengthening Cuban managerial capabilities.

The direct costs of these activities are under control with the gross margin (€ 5.3 million) remaining at 74% of the operating income.

Personnel charges and other overheads will remain relatively stable (+2%).

The net result should approach to € 366,050 with the cash flow just over € 601,050.

Given that the annuities of the loans represent less than € 30,000, EFMD will continue to self-finance investments in a number of key development areas such as:
- The development of the benchmarking project for business schools and the launch of the Research and Development Committee,
- The reinforcement of activities devoted to corporate members,
- The support of activities related to Global Responsibility,
- The development of EFMD activities outside Europe, particularly in Asia.

All these above-mentioned items are already integrated into the 2010 forecast.

As in the past years, EFMD will continue in 2010 to invest in key components for the management of the network such as:
- The development of the EFMD website and on-line services,
- The investment in IT systems,
- Staff development.