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Message from the President

Dear EFMD member,

The year 2012 was a milestone for EFMD and the international network with the celebration of EFMD’s 40th Anniversary taking place throughout the year.

From the very outset, EFMD’s mission was “to act as a catalyst to promote and enhance excellence in management development in Europe and worldwide”. With the support of many leading business schools and companies EFMD has, through good times and bad, stayed true to this mission and has had a profound impact on our community.

EFMD has been able to bring people together to share, explore, exchange and debate issues facing business and management education. Over the past 40 years, it and its membership have hosted over 1,000 meetings and conferences, conducted over 400 peer review accreditation visits to business schools and companies, published hundreds of papers and articles and brought together over 100,000 professionals from across 80 countries. The community that supports EFMD has grown into a worldwide body that EFMD is very proud to serve and be associated with.

On behalf of Eric Cornuel, the Director General & CEO of EFMD, and the current EFMD Board, we would like to warmly thank each and every person who has been associated with EFMD over the past 40 years (members, schools, companies, staff, boards) and who has helped to make the network a truly world-class community.

Alain Dominique Perrin
President, EFMD
Dear EFMD member,

I cannot discuss the past year without firstly highlighting the enormous loss felt by EFMD and the network with the sad passing of Jim Herbolich in April 2012. Jim was a pillar of EFMD, kind to everybody, attentive and wonderful to work with. We miss him greatly but his legacy will live on through the work of EFMD and I know that Jim would want us to celebrate his wonderful life and many achievements, which we will most certainly do in the future.

To help fill the void left by Jim, I have appointed Helke Carvalho and Julio Urgel as Deputy Director Generals. Both Helke and Julio have played a key role in the development of EFMD over the past ten years and bring wide experience and professionalism to the management team.

Despite very difficult and challenging times for our sector, I am pleased to report that 2012 was again a solid year for EFMD. We started the year with our most successful Deans and Directors General Conference in February at Nottingham Business School in the UK and during the course of the year, hosted over 2,100 members at a wide range of networking events and advisory seminars across the globe.

We also introduced a new “Open House” format where EFMD, its activities and the role of the international network were presented during one-day briefing sessions at a host of cities around the world including Ho Chi Minh City, Hanoi, Nairobi, Moscow, Beijing, Seoul, Tokyo and Taipei. This worked very well as a way of introducing EFMD to an increased array of new contacts and schools.

As Alain Dominique Perrin, the EFMD President mentions, 2012 was a landmark year for EFMD, which celebrated its 40th anniversary. To look back and reflect on this achievement – but also to look forward – EFMD published Volume 1 of a book series “Promises Fulfilled and Unfulfilled in Management Education: Reflections on the Role, Impact and Future of Management Education: EFMD Perspectives” by Howard Thomas, Lynne Thomas and Alexander Wilson.

My sincere thanks go out to Howard, Lynne and Alexander for their exceptional work. The book is a fitting tribute to EFMD and the work of the network as 40 years in any industry or sector is a considerable feat. The world has changed so much in this time but the values, aspirations and work of EFMD and the community are as relevant now as they have ever been and reflecting back on the past and celebrating the many achievements of EFMD and its members is very important.

The future will undoubtedly throw up many challenges, as it has done in the past, but as a network and community of members, we are very well placed to live up to these and, with your continued support and vision, further develop EFMD around the world.

Eric Cornuel
Director General & CEO, EFMD
2012 Highlights

EDAF First Advisory Visit
An EDAF Advisory Team held its first Advisory visit at the Colleges of Business Administration in Jeddah, Saudi Arabia.

EFMD MENA Award
EFMD and Emerald launched a new MENA Management Research Fund Award.

First EQUIS Accreditation in Russia
Russia joins the growing body of countries where EQUIS accredited schools are located.

EFMD First Higher Education Research Conference
“The Transformation of Higher Education Institutions and Business Schools” was the focus at the first edition of this conference.

EFMD Case Competition – Another Record Year
EFMD case writing competition exceeded its previous record in 2011 with 211 submissions in 14 categories.
EPAS Accreditations Awarded in Four New Countries
EFMD awarded EPAS accreditations to programmes in the US, Iceland, Bosnia-Herzegovina and Czech Republic.

First Chinese EFMD Corporate University
EFMD welcomed TCL Academy of Leadership as its first Chinese corporate university.

EFMD QUESTE-SI Award Promotes Sustainable Development
The EFMD-led QUESTE-SI project, funded by the EU, distinguished 11 technical universities in Europe for their commitment to sustainable development.

OpenScout Platform Launched
EFMD contributed significantly to the OpenScout platform, providing users with free open learning materials in management education and training.

Celebration of EFMD 40-Year Anniversary
EFMD celebrated its 40-year milestone at various EFMD events throughout the year.
Quality Services

Introduction

The Quality Services (QS) annual meeting took place before the EFMD Deans and Directors General Conference in Nottingham on 2 February and attracted some 130 participants.

Key discussion points included:

- Updates on the activities of EQUIS, EPAS and EDAF – EFMD Deans Across Frontiers
- EQUIS special re-accreditation
- Changes to EPAS, including items such as “Placing more emphasis on academic learning” and “Expanding the EPAS scope”
- EDAF criteria and processes
- Projects for 2012

The QS Department developed various events to brief business schools and other stakeholders on EQUIS, EPAS and EDAF. These included:

Advanced Accreditation Seminars focusing on EQUIS and EPAS
17–18 January, Brussels, Belgium; 24–25 April, Hong Kong, China; and 4–5 October, Madrid, Spain.

These full day seminars provided participants with an increased understanding of the processes, criteria and expectations involved.

EFMD Open Houses
27 February, Bogota, Colombia; 1 October, Tokyo, Japan; 22 October, Taipei, Taiwan; 13 November, Ho Chi Minh, Vietnam; 29 November, Moscow, Russia.

These information sessions provided a basic introduction to EQUIS, EPAS and EDAF.

Joint EPAS/EDAF Introductory Seminar
10 October (preceding the 2012 EFMD Africa Conference in Nairobi, Kenya).

EQUIS Accreditation Seminar
1 December, Beijing, China (following the 2012 EFMD-CEIBS Conference).

These introductory seminars covered half-day sessions on processes and underlying criteria.

Joint EQUIS and EPAS Committee Meeting
3 May, Brussels, Belgium.

This annual joint meeting focused on areas of common interest. Working groups discussed the following topics:

- How to develop an EFMD QS portfolio strategy for EQUIS, EPAS and EDAF?
- Internationalisation: consistency in its assessment
- Research: consistency in its assessment

Workshop Sessions, EFMD Annual Conference
14 May, Sophia Antipolis, France.

Two parallel sessions focused on “Changes to the EQUIS Process:

- Implications for the EQUIS Project Leader
- Changes to the EPAS Standards and Processes: Implications for the EPAS Project Leader
EQUIS organised 43 peer review visits in 2012. During its meetings on 6 March, 5 June and 13 November, the EQUIS Committee declared 12 schools eligible to enter the EQUIS process. The schools were from Belgium, Brazil, Canada, China, Denmark, Egypt, Japan, Netherlands, Portugal, UK and US.

The EQUIS Awarding Body (AB) meetings of 17 April, 12 June and 11 December granted initial accreditation to eight new schools:

- EBS Business School, EBS Universität für Wirtschaft und Recht, Germany
- Faculty of Management, Economics & Social Sciences, University of Cologne, Germany
- Graduate School of Management, St Petersburg University, Russia
- IESEG School of Management, Lille-Paris, France
- School of Management, Zhejiang University, China
- Schulich School of Business, York University, Canada
- Thammasat Business School, Thammasat University, Thailand
- Yonsei University School of Business, Republic of Korea

The AB also granted re-accreditation to 27 other schools during 2012. At the end of 2012 there were 140 EQUIS-accredited schools in 39 countries.

The annual EQUIS Committee face-to-face meeting took place in Brussels on 3 May and addressed the following topics:

- EFMD Quality Services portfolio strategy, internationalisation and research
- Customised re-accreditation: adding value in re-accreditations after three consecutive five-year accreditations
- Accreditation and responsible management issues: raising awareness on sustainability within accreditation processes
Quality Services

EPAS

The EPAS Committee considered new applications on 14 January, 8 May and 11 September: 20 programmes were declared eligible. During its annual face-to-face meeting in Brussels on 3 May, the Committee discussed EPAS and QS developments on various issues, particularly on how to strengthen the corporate dimension within the accreditation process. The EPAS Accreditation Board met on 22 February, 30 May and 11 September and granted accreditation to 13 new programmes from 11 institutions.

- The MSc in Administrative Studies and MSc in Management Programmes of Boston University Metropolitan College and the MBA in Global Management from Nathan Weiss Graduate College, Kean University were the first to receive EPAS accreditation in the US and, indeed, in the Americas as a whole
- The BSc in Business Administration of Reykjavik University Business School was the first accreditation in Iceland
- The Bachelor Undergraduate Programme sub-set: Financial Marketing & Marketing Management Economics from School of Economics and Business, University of Sarajevo was the first accreditation in Bosnia-Herzegovina
- The Master in International Trade and the Master in International Business – Central European Business Realities from Faculty of International Relations, University of Economics, Prague, were the first accreditations in the Czech Republic

EPAS Newly Accredited Programmes

Master of Business Administration
Curtin Graduate School of Business, Australia

Bachelor Undergraduate Programme sub-set: Financial Marketing & Marketing Management
School of Economics and Business, University of Sarajevo, Bosnia-Herzegovina

Bachelor in Business Administration
Shantou University Business School, China

MBA Programme
School of Economics and Management, University of Cyprus, Cyprus

Master in International Trade
Faculty of International Relations, University of Economics, Prague, Czech Republic

Master in International Business – Central European Business Realities
Faculty of International Relations, University of Economics, Prague, Czech Republic

MSc in International Marketing Management
School of Business, Lappeenranta University of Technology, Finland

Bachelor’s Degree Programme in International Business
School of Business and Services Management, JAMK University of Applied Sciences, Finland

BSc in Business Administration
Reykjavik University Business School, Iceland

MSc in International Business
Salford Business School, UK

Master of Science in Administrative Studies
Boston University Metropolitan College, US

Master of Science: Management Programmes (Online)
Boston University Metropolitan College, US

MBA in Global Management
Nathan Weiss Graduate College, Kean University, US

13 NEW PROGRAMMES FROM 11 INSTITUTIONS
EFMD Deans Across Frontiers
The EDAF Committee met in Brussels on 20 January, in Sophia Antipolis on 15 May and via teleconference on 30 October and declared five schools (from Colombia, China, Madagascar, Saudi Arabia and South Africa) eligible to enter the EDAF process. The Committee also discussed strategy, standards and processes of the EDAF mentoring system, which led to the finalisation of the EDAF documents consisting of an EDAF Criteria document, an EDAF Process Manual and a Process Manual Annexes document. The first EDAF advisory visit took place in October 2012. The Colleges of Business Administration in Jeddah, Saudi Arabia, received an EDAF Advisory Team. This first visit showed some significant differences between EDAF and the EPAS and EQUIS accreditation systems:

- The evaluation is not an assessment (as for an accreditation) but a friendly advisory set of conversations. It therefore has a slightly different tone.
- In addition to the normal interviews to evaluate business school activities, the Peer Advisory Team interviews each member of the school’s senior management team (SMT) individually. This allows the Team to understand the management structure and style as a basis for future mentoring.
- The Peer Advisory Report (PAR) is written in two parts: a) on each of the school’s activity areas with recommendations for improvement in each chapter and available for dissemination throughout the school, and b) a separate report for the SMT on their own operations identifying issues that they may wish to work on with the Mentor.
- The PAR is the basis for mentoring for the next 3 years and aims to help clarify realistic strategic objectives and identify a path towards their achievement.

CEL
The CEL Awarding Body granted CEL re-accreditation on 16 February to ESIC Business and Marketing School for its “Business Simulation Methodology”. There are presently two other institutions undergoing CEL re-accreditation and two additional institutions that have begun the CEL accreditation process (one Indian institution with one programme and one Scandinavian institution with three programmes).

EFMD CEL was represented at two conferences in 2012: the European Distance and E-Learning Network (EDEN) Annual Conference on 6–9 June in Porto, Portugal, and the Online Educa Conference on 28–30 November in Berlin, Germany.
Despite difficult economic conditions, Corporate Services was able to maintain a stable membership base while strengthening ties with the community of individual professionals in member companies. The volatile economic environment results in a flow of individual professionals moving from company to company as well as companies leaving and joining the network, requiring continuous agility in connecting with an evolving membership base.

However, in a turbulent and uncertain environment, sharing and exchanging with peers, learning from good practices and identifying emerging next practices has become key in the value proposition of our corporate network. The timely expansion of our services portfolio has contributed significantly towards achieving a membership renewal rate close to the pre-crisis period. With increased engagement opportunities in relevant issue-related activities, the community aspect of Corporate Services has been further strengthened.

Corporate Learning Improvement Process (CLIP) and Sharing Best Practice (SBP)

Core CLIP Community – the extended CLIP Steering Committee

In 2012, ArcelorMittal, HEC Paris and Société Générale joined the CLIP Steering Committee.

CLIP Accreditations

Four companies went through initial accreditation and received the CLIP quality label: UniCredit Group, PSA Group, BBVA and ArcelorMittal.

CLIP Steering Committee meeting, 29 March

Hosted by Novartis, Basel, Switzerland.

Roundtable session on “Talent management and learning: how well do the two interface?”

Martin Moehrle, CLIP expert and Global Head of Talent at UBS, facilitated the session. The mid-term report by Capgemini about the implementation of the recommendations of the peer review team was another example of the positive impact CLIP has on the improvement of corporate learning organisations.

Some members of the Committee reported on their interviews with the Financial Times on the impact of corporate learning functions on in-house education. This ultimately resulted in an article in the Financial Times with CLIPed companies as the focus.

Sharing Best Practice CLIP Workshop, 30 March

Hosted by Novartis, Basel, Switzerland. Theme: "Identifying, developing, retaining talent in emerging markets: the role of the Corporate Learning Organisation”.

This session included a keynote speech by former ambassador and leading expert on global leadership, Stephen Rhinesmith and company-specific inputs from Novartis, Alcatel-Lucent and Oliver Wyman.
CLIP Steering Committee meeting. 19 September

GDF Suez presented its mid-term report and UniCredit reported back on its peer review experience.

Sharing Best Practice workshop. 20 September
Hosted by EDF Group, Paris, France. Theme: “Learning Inc! The growth of learning and development consulting inside the L&D landscape”.

For the first time, the workshop incorporated a panel and allowed for a very interactive format from the start. Panelists included CLOs from EDF Group, AirLiquide, UniCredit Management as well as faculty members from Toulouse Management School.

CLIP Standards and Criteria Revision
A task force was formed to revise the CLIP Standards and Criteria. The objective was to review CLIP quality standards and bring them in line with new developments in the profession and to integrate the key findings generated from CLIP peer reviews and different EFMD Special Interest Groups.

Special Interest Groups (SIG)
The Leadership Development 2.0 SIG
This Special Interest Group (on the theme “Leadership development 2.0 – applicable, innovative, and high-impact solutions for management and leadership development”) carried out its activities with the participation of top corporate players: Deutsche Telekom and ERGO Insurance group as the lead companies to bring in their best practice, and Allianz, Capgemini, Credit Suisse, Eli Lilly, Metro, Rabobank, Siemens, Swiss Life, Swiss Re and Tesa as group members.

This peer group met (virtually) for the first time on 19 April. Participants identified key challenges and expectations and worked on the methodology and roadmap of the entire project. Participant inputs allowed the facilitator to design a structured agenda for future steps.

Further meetings took place on 4–5 October, hosted by ERGO in Düsseldorf and on 17-18 December, hosted by SwissRe in Zurich.

Membership Development
The membership renewal rate stabilised at around 85%, with 15% incoming members keeping the overall membership level unchanged. Interestingly, half of the new members had exposure to EFMD before becoming a member either through participation in corporate community services (SBP, SIG, Corporate Advisory Seminar, Future Series), the Excellence in Practice Award or as a result of professional relationships with the network in a previous job.

Further details of the EFMD Excellence in Practice Award 2012 can be found on page 16.

Events
The Corporate Services Unit represented EFMD at the following events:

2nd Annual Revolutionary Corporate Universities Forum (ARCU 2012), 9–10 February, Zurich, Switzerland

Evolving Corporate University Forum, jointly organised with Richard Ivey School of Business 4–5 June, Hong Kong, China

Corporate Universities & Academies Summit 4–5 July, Paris, France

Drucker Forum 15–16 November, Vienna, Austria
Network Services
Business School Services

During 2012, Business School Services organised an extensive range of activities attended by more than 2,100 participants. The activities covered every level of business school responsibility from the deans office to undergraduate and doctoral programmes, including entrepreneurship and executive education programmes and many more.

The two most attended events were the Annual Conference and the Deans and Directors General Conference. EFMD business schools events have become a "must" for member schools. They create opportunities to exchange best practices and experiences as well as network with peers in a particular field of expertise. They are seen as a real benefit by the membership.

These events are mostly organised with the help of a steering committee composed of schools' representatives. This guarantees that conference content reflects current challenges and addresses relevant issues faced by the business school community. In 2012, major trends discussed included digital learning, technical innovation in the classroom, regional specificities and curriculum design.

Although these events still mainly take place in European locations, EFMD is widening its reach by organising events in different regions of the world, such as Africa, Asia and the Middle East. This allows it to better represent the geographical diversity of its membership and will be further reinforced in the future.

EFMD continues to provide the secretariat and coordination of EQUAL, the network of networks that serves as a think tank and policy development organisation for international business and management education, training, research and development. In 2012, EQUAL finalised a white paper on business ethics and co-funded a project titled, "Fighting Poverty through Management Education."

Input from the members is currently collected in the Annual Membership Survey. The voice of the membership is key to the development of Business School Services activities and is the basis for organising future events.

2012 EFMD Deans & Directors General Conference, 1–2 February. Hosted by Nottingham Business School, Nottingham Trent University, Nottingham, UK. Theme – “What deans are interested in ...”

Module 3 of the joint Research Leadership Programme with the European Academy of Management (EURAM) Cycle 3, 8–9 February. Hosted by EFMD, Brussels, Belgium. Theme – "Creating research leadership in Europe"

2012 EFMD-ESMT “The Future of Management Education” Symposium, 1 March. Hosted by European School of Management and Technology (ESMT), Berlin, Germany. Theme – “The future of management education: the underlying issues”

2012 EFMD Entrepreneurship Conference, 4–5 March. Hosted by Maastricht University, Maastricht, Netherlands. Theme – “Entrepreneurial value creation in businesses, families and institutions. A view from educators, researchers, policy makers and entrepreneurs”


2012 International Deans’ Programme in partnership with the Association of Business Schools (ABS)


Module 2 – 6–8 June, Montreal, Canada. Participants visited ESCUQAM – Université du Québec à Montréal, Concordia University – The John Molson School of Business, HEC Montreal, McGill University – Desautels Faculty of Management and finally the office of Laval University in Montreal.

2012 EFMD MBA Conference, 28–30 March. Hosted by Maastricht University Business School, Maastricht, Netherlands. Theme – “MBAs in a world of dynamic complexity and global challenges”


The EIP – Excellence in Practice 2012 winning cases were at the core of the programme, encouraging dynamic exchanges between companies and executive education providers.

2012 EFMD Africa Conference, 11–12 October. Co-hosted by the University of Nairobi School of Business and Strathmore Business School, Nairobi, Kenya. Theme – “Sustainable business education appropriate for Africa”


The 2012 EFMD Conference in the MENA Region, due to take place on 4–6 November, hosted by the American University of Beirut in Lebanon, was cancelled through a joint decision between the host school and EFMD after a car bomb blast in Beirut on 19 October 2012. Both the host school and EFMD felt this was the most appropriate course of action at that time, to ensure the safety of all participants. The conference was rescheduled for 14–16 April 2013 in Abu Dhabi.
Network Services
Advisory Services

EFMD Advisory Services assists members in the continuous quality improvement of their programmes, activities and governance. As the market for business education has become more competitive, there is an increasing need for quality improvement and assurance. This is not only true for European schools and corporate universities, but it is noticeable that there is increased attention from schools and corporations outside of Europe to see how the European reforms affect them and how they can benefit from it.

EFMD Advisory Services provides the following service:

Advisory Services Seminars – one-day meetings organised at the EFMD head office in Brussels, Belgium that bring together a maximum of 20 delegates of business schools and corporate members. These meetings provide participants with information and knowledge on general quality issues as well as specific information on selected topics. They also act as a platform for learning and exchange.

Three Advisory Seminars were held in 2012 covering the following topics:

How to cope with challenges in programme design
12 September

Structuring teaching and research incentives: how to attract and retain faculty
25 September

Designing and implementing an internationalisation strategy
12 December
Network Services
Research & Surveys Unit

EFMD Steering Committee Research
The Research and Surveys Unit (RSU) coordinates the activities of the Steering Committee, which convened twice in 2012 (February and September). Both meetings were used as a discussion forum for ongoing RSU project activities. The second meeting additionally developed the focus areas of the 2013 EFMD Higher Education Research Conference.

EFMD Membership Survey
RSU conducted the annual membership survey with a detailed report prepared for the General Assembly Meeting in May 2012.

Risk Management in Business Schools
This project is based on the observation that risk taking by business schools has significantly increased in recent years though most schools are not actively engaged in the explicit and formalised management of their risk position.

The project particularly focuses on the following issues:

• explaining the absence of risk management in many (if not most) business schools
• transferability of insights from corporate risk management regarding the design and operation of the risk-management function
• evaluation of ongoing efforts to design and establish risk-based regulatory frameworks for the higher-education sector in general and business schools specifically.

Initial project activities have led to the publication of articles in the Financial Times and in Global Focus. Additional papers have been prepared for the European Higher Education Society (EAIR) Forum 2012 (EAIR is an association of higher-education practitioners and academics) and a special issue of the Journal of Management Development (edited by Howard Thomas and Eric Cornuel). The preparation of a special issue of the International Journal of Educational Management is ongoing.

Responsible Management Education
RSU conducted a joint survey with the Academy of Business in Society (ABIS) on the state of development of responsible management education in business schools. The survey led to the assembly of sub-samples for deans, faculty and corporate partners of business schools. Survey results were presented at the ABIS Deans Meeting in Lausanne in July 2012 and were published in Global Focus, Issue 3, 2012. RSU is also managing a special issue of the Journal of Management Development on this topic.

Events
1st EFMD Higher Education Research Conference
14–15 February. Hosted by The Lorange Institute, Zürich, Switzerland. Theme – “The transformation of higher education institutions and business schools”

A total of 72 competitive submissions were received with 23 of those selected for presentation. Howard Thomas (Singapore Management University) and Jürgen Enders (The Center for Higher Education Policy Studies, University of Twente) delivered keynote speeches at the conference, which was attended by more than 70 researchers.
2012
EFMD Awards

Outstanding Doctoral Research Awards 2011/12
The annual EFMD/Emerald Outstanding Doctoral Research Awards were once again a great success and the winners of the 8th issue were announced in February. The Awards are made in 12 management-related subject areas – each sponsored by a leading journal from the Emerald portfolio. Year after year, the number of entries has increased and quality has improved. In 2012, EFMD had a record 475 entries from 77 countries and the winners were announced in January 2013.

Excellence in Practice Award
The Excellence in Practice Award (EiP) attracted 27 entries in May 2012, among which 11 cases were submitted by EFMD company members together with their in-house or external learning and development (L&D) providers.

The 2012 winners presented their cases during the EFMD Executive Education Conference hosted by Instituto Internacional San Telmo (Seville, Spain) on 3–5 October. The EiP winners also presented their cases during virtual webinars in November and December.

The Excellence in Practice Award remains an exceptional opportunity to enhance the bridge between business schools, executive development centres, consultants and companies. It provides participants (provider and client company) with an important mechanism to reflect on the process, impact and value of their L&D intervention. It is also perceived as a benchmarking and learning opportunity for jury members as well as different players attending the winning cases presentations.

THE EFMD/EMERALD OUTSTANDING DOCTORAL RESEARCH AWARDS HAD A RECORD 475 ENTRIES FROM 77 COUNTRIES
EFMD Case Writing Competition

The 2012 edition received a record number of 211 submissions, exceeding last year’s record of 196. The EFMD Case Writing Competition comprises 14 regular categories, sponsored by EFMD members and a “best of the best category”, which is organised in partnership with the European Case Clearing House (ecch) and is awarded to the overall winner of the competition. The winner of this category was announced in April 2013.

EFMD & Emerald MENA Award

EFMD and Emerald launched a new MENA Management Research Fund Award. A prize of £2,000 is awarded for the winning research project, and two awards of £500 each for highly commended runners-up. This award will run annually and will be awarded during the EFMD MENA conference. EFMD received 34 entries in 2012 which was an excellent start.
Building on the Success of the Round Table “Management skills for growth”

The EFMD European Affairs (EU) Unit built on the success of the Round Table at the European Business Summit in April 2012 by contributing to a widely distributed call for action and further comments and inputs.

Three key objectives were established:

1. Put management education and research on the map of policy makers by creating a better understanding of its fundamental importance for the future of Europe in terms of growth and jobs
2. Have EFMD represented in the development process for new key policies affecting higher education and lifelong learning
3. Ensure adequate allocation of European Union funding for management education and research.

Based on the positive momentum created by the Round Table, multiple meetings with high-level representatives of the EU were held and inputs/speeches delivered at key conferences. Also, closer ties were established with key organisations such as Eurochambres, the European Research Council, Business Europe and the Organisation for Economic Co-operation and Development (OECD).

Involvement with key policy makers

The EFMD EU Affairs network for key policy makers and influencers was considerably widened in 2012 by including Members of the European Parliament (Roger Hellmer, UK, Lambert Van Nistelrooij, Netherlands and Paul Ruebig, Austria), Helga Nowotny, President of the European Research Council, Markus Beyrer, Secretary General designate of Business Europe, Arnaldo Abruzzini, Secretary General of Eurochambres and Alexander von Gabain, Chairman of the European Institute of Innovation and Technology (EIT).

As a consequence, EFMD has been increasingly involved in important policy events and consultations such as a panel role on skills requirements for the future at the Mission for Growth Conference on 29 May organised by Commission Vice-President Antonio Tajani and a keynote address at the joint board meeting of the European Institute of Innovation and Technology in Budapest in September.

Key EFMD Initiatives

- EFMD and Eurochambres wrote jointly to the Competitiveness Council in July on “Entrepreneurship for SMEs: an engine for growth”. In this letter, measures were requested to boost entrepreneurship competencies in Europe by embedding entrepreneurship education in curricula in schools, vocational training institutions and technical universities. These requirements are fully in line with the key points of the “Call to Action” from the Round Table
- A joint letter from EFMD and EURAM was sent to the President of the European Research Council (ERC), Professor Helga Nowotny, pointing to the lack of ERC funding for management research. The vast majority of grants provided for the chapter “Social Sciences and Humanities” (SSH) are given to economists
- Following an invitation by Professor Nowotny to nominate a participant to the panel for granting funding under the SSH chapter, a first group of researchers were nominated as potential candidates. A response is expected during the first quarter 2013.
EFMD’s commitment to promoting responsible management education is evident through its continued support of the Globally Responsible Leadership Initiative (GRLI) and Principles for Responsible Management Education (PRME).

In addition, EFMD conducted a research survey jointly with the Academy of Business in Society (ABIS), published a number of articles in Global Focus and held sessions at EFMD events such as:


Globally Responsible Leadership Initiative (GRLI)
The GRLI partnership numbered 76 organisations at the end of 2012. New partners include Anglo American Plc, UK; Beedie School of Business, Simon Fraser University, Canada; Exeter Business School, University of Exeter, UK; and the College of Management and Economics, University of Guelph, Canada.

50+20
The 50+20 was initiated by three “founding partners”: the GRLI, the Secretariat of the UN Global Compact’s Principles for Responsible Management Education (PRME) and the World Business School Council for Sustainable Business. The launch of the 50+20 Agenda “Management Education for the world” at the Rio+20 United Nations Conference on Sustainable Development in June marked the culmination of two years’ work involving contributions from more than 100 leading academics. The document articulates a vision for the future of management education in service to society. 50+20 was inspired by a growing number of business schools and societal role-players critically questioning the role of business and economics.

The third and final meeting of the 50+20 project took place at EFMD in Brussels on 30–31 January. Feedback from the Brussels meeting and online comments from a number of individuals and stakeholder groups including the Association of African Business Schools (AABS) enabled the core writing team to tackle the final phase of writing the Agenda.

The Agenda was “premiered” as a short film shown at the PRME Global Forum, which formed part of Rio+20. The film, created by renowned Berlin documentary director Ilka Franzmann, was shot on location in a number of places around the world.

From 14–19 June, the 50+20 initiative co-ordinated a number of activities and campaigns at Rio+20 including:

- An exhibitor showcase of new benchmarks for management education completed with an open “occupy management education” area
- The “setting new benchmarks” installation – a symbolic commitment to reclaim and repurpose management education for the world
- Collaboratory prototyping sessions where management education for the world could be seen and felt in action

Additional information is available at www.50plus.20.org
**General Assembly**

The GRLI 13th General Assembly took place in Stellenbosch, South Africa, on 18–21 November. Under the title “Africa Leads”, it was held alongside the University of Pretoria's 2nd International Conference on Responsible Leadership. The programme encompassed a full suite of regular GRLI General Assembly activities such as reviewing, sharing and launching collaborative and individual projects. It also blended academic discourse with an experience of local leadership practice and issues through visits to local businesses and the launch of a Council for Leadership, which focused on scaling up the development of responsible leadership in the local region. Two hundred delegates including 60 Young Ambassadors (students) from 13 countries participated in an intensive leadership development process facilitated by the Centre for Creative Leadership.

**Publications**

Two issues of the GRLI Partner Magazine *Global Responsibility* were published in January and June 2012.

EFMD, in partnership with Emerald Group Publishing, published the third edition of the *Journal of Global Responsibility*, Volume 1 and 2. Both volumes were edited by GRLI partner representatives.

International Outreach

For the third consecutive year, GRLI in collaboration with IESEG School of Management offered a Scholarship Programme for the IESEG Postgraduate International Summer Academy 2012. The GRLI Young Ambassadors Scholarship provides an opportunity for students with limited background, education and training experiences in the management area to develop new learning frameworks. Four students were awarded the scholarship.

Engagement in collaborative multi-institutional initiatives continued with GRLI endorsing the Higher Education Sustainability Initiative at Rio+20. This document calls upon leaders of the international academic community to commit to the development of sustainable practices for Higher Education Institutions.

The GRLI’s advocacy work on responsible leadership, ethics and sustainability was reflected at more than a dozen business and academic meetings around the world during the year.

Governance

The GRLI Board, chaired by Professor Michael Powell (Pro-Vice Chancellor, Business, at Griffith University) met in Nottingham on 1 February, in Sophia Antipolis on 13 May, by phone on 11 September and in Stellenbosch on 18 November. EFMD was represented at all Board meetings.
A Principles for Responsible Management Education (PRME) Committee meeting chaired by Eric Cornuel was hosted by EFMD on 2 February in Nottingham and a virtual one on 16 October.

The PRME Global Forum took place on 14–15 June in Rio, Brazil, to coincide with the Rio+20 United Nations Conference on Sustainable Development. Both EFMD and GRLI endorsed “The higher education sustainability initiative” issued on this occasion. Julio Urgel represented EFMD and contributed as a speaker to the panel together with Dan LeClair, the Association to Advance Collegiate Schools of Business (AACSB), Sharon Bamford, then Association of MBAs (AMBA), Antonio Freitas, the Latin American Council of Business Schools (CLADEA) and Della Bradshaw (Financial Times).
Development Services
Projects

Projects involving technology enhanced learning

EU-VIP: enterprise-university virtual placements
EFMD has been associated with all the activities of EU-VIP, which deals with the application of virtual mobility in international internships. EFMD’s particular responsibility has been for project exploitation strategy, guaranteeing the application of project results in the future.

At the beginning of March 2012, the Education, Audiovisual and Culture Executive Agency (EACEA) of the European Commission approved the project final report. EU-VIP received an overall score of 7/10, which positions it among the best-evaluated EU-funded projects of its type.

PROVIP: facilitating and supporting virtual placements
PROVIP is a continuation of EU-VIP that started in October 2012. It is a two-year project, funded by the EACEA’s Lifelong Learning Programme (LLP) and led by the Catholic University of Leuven (KUL). The project aims to create stronger structural links between Higher Education Institutions (HEIs) and businesses and to develop a platform for supporting virtual placements. EFMD is involved in project exploitation to accelerate collaboration between HEIs and companies on virtually supported internships.

FoSentHE: fostering entrepreneurship in higher education
The aim of the FoSentHE project is to “create the E-cathedral” following the “5E” outcome model: entrepreneurial mind-set, e-learning, excellence, entrepreneurship centres and a European network. EFMD was associated with all its activities with particular responsibility for the quality assurance of the project and its results. In May 2012, EACEA approved the project’s final report. The successful establishment of an e-learning platform devoted to teaching entrepreneurship was highly acclaimed.

OpenScout: skill-based scouting of open management content
OpenScout created an online platform (http://learn.openscout.net/) for searching and sharing open learning materials for management education and training. EFMD co-ordinated the development of a community of users, content providers and stakeholders engaged with the expansion and promotion of Open Educational Resources (OER). It also conducted research into the needs and expectations of users and contributed to the project evaluation and dissemination.

As the leader of the “community-building” work package, EFMD developed and refined the “OpenScout Community Strategy” and reported on its implementation. It also co-ordinated and contributed to the project deliverables “Report on the Expansion of the OpenScout Community” and “Final Report on Network Dynamics”.

As one of the main partners for the dissemination of the project results and the promotion of OER in management education and training, EFMD submitted a number of articles and abstracts to prestigious conferences in Europe: Educational Innovation in Economics and Business (EDiNEB), European Association for International Education (EAIE) and Bulgarian Association for Management Development and Entrepreneurship (BAMDE).

At the final review, which took place in September 2012 in Luxembourg, the project officer praised the excellent progress of the scheme and the successful completion of its objectives. This positive evaluation was confirmed by the review report written by independent experts and received at the beginning of November 2012.
Global Marketing Competition: 2012 edition
EFMD and the Spanish business and marketing school ESIC in collaboration with The Economist magazine and Banco Santander ran the Global Marketing Competition during 2012. The competition is an advanced computer simulation of a real-life business environment open to teams from across the world. Participation is free to students of any EFMD-member school.

The game, which has been awarded EFMD CEL accreditation, was promoted throughout the EFMD network. There was a very high level of support in 2012 with more than 4,500 participants.

VISIR: vision, scenarios, insights and recommendations on how Information and Communication Technology (ICT) may help make lifelong learning a reality for all
The VISIR project gathers together seven major European networks and research players with the aim of developing a shared vision of how ICT may help make lifelong learning a reality for all based on real-life scenarios and insights. VISIR tackles three levels of analysis:

- education and training systems
- organisations that provide teaching and learning opportunities
- teaching and learning opportunities themselves

The project screens initiatives, trends, developments and changes related to the use of ICT for learning in order to identify and analyse the most interesting and promising. The goal is to highlight replicable innovations that can facilitate access to lifelong learning. EFMD’s involvement in this project is related to the identification of innovative examples in management.

Projects on the modernisation of higher education
MODERN: higher education modernisation
The European Platform for Higher Education Modernisation (MODERN) is a consortium of 10 core and 26 associate partners that have joined forces to provide support to Higher Education Institutions, their leaders and managers. MODERN aims to create an open platform for innovation, dissemination of good practice, and joint action on university leadership, governance and management. EFMD, as one of the core partners, led the design and organisation of peer-learning activities and a conference on knowledge exchange. As well as contributing to project activities, EFMD actively promoted the project.

EU-DRIVERS: European drivers for a regional innovation platform
EU-DRIVERS focuses on co-operation between Higher Education Institutions, public authorities and business to encourage regional innovation. EFMD has provided expertise in the field of management development and leadership and collected a series of case studies to illustrate successful partnerships.
Development Services
Projects

**QUESTE-SI: quality system of science and technology universities for sustainable industry**

EFMD is the co-ordinator of this project, which aims to develop a quality improvement system for engineering education taking into account guidelines for sustainable industry. This is the latest step of a long-standing co-operation with engineering education networks in Europe aimed at exchanging best practice and experience in the field of quality assurance, sustainability and responsible management.

EFMD as project leader is responsible for the overall management of the project, day-to-day co-ordination between the partners, and the supervision of project progress and the quality of the deliverables. EFMD is also in charge of the project’s financial and administrative reporting and maintains contacts with the project officer at EACEA, who participated in a number of project meetings as part of the project supervision and issued a positive evaluation of the management of the project.

EFMD is also responsible for various work packages dealing with the quality of European higher education systems and their approach to sustainability. Additionally, an online platform for use in the quality improvement process (http://plone.queste.eu/) was launched. Twelve institutions expressed interest in piloting the quality improvement system, which includes guidance, self-assessment, external audit and recognition of the extent to which the institution deals with sustainability.

**Projects concerning entrepreneurship education**

**SLIM: stimulating learning for idea-to-market**

SLIM is a two-year project that began in November 2012. It is funded by the EACEA’s Lifelong Learning Programme (LLP) and led by Manchester Metropolitan University Business School. The project aims to transfer two innovations in the realm of business start-up training and support.

The online self-assessment management tool created by Manchester Metropolitan University Business School is designed to unlock the barriers to business growth. The software covers the six management areas of a small business: marketing, people, innovation, operations, finance and regulations. It enables SMEs to gain an instant visual business snapshot and identify which areas require increased focus.

The second component of the transfer draws on the results of an innovative programme on intellectual property management developed at the Warsaw School of Economics. The uniqueness of this programme is its focus on the economic and managerial side of intellectual property (IP), with special emphasis on IP valuation and IP protection. The main challenge of innovation transfer is to bring these two techniques together and to make them accessible to SMEs. To meet this challenge, an online course will be created based on the results of an extensive SME needs analysis.
Projects concerning international co-operation

Europe-China BMT: Europe-China business management training

Europe-China BMT aims at developing a sustained capacity to deliver practice-oriented business management training to Chinese professionals. The project included specific activities to provide access to management training to disadvantaged regions of China.

EFMD was particularly responsible for promoting higher and sustained visibility of the European Union in China as well as the relationship between Europe and China within the EFMD network. The project closing conference “Innovative Business” took place on 29–30 November 2012 in Beijing.

ETP: Executive Training Programme

The Executive Training Programme (ETP) provides European companies with business language and cultural training necessary for success in the Japanese and Korean markets. ETP involves a three-week intensive training course on the culture, history and civil society of Japan or Korea conducted in the UK. This is followed by 30 weeks of business and language training in Japan or Korea and, finally, 12 weeks internship in a Japanese or Korean company.

ETP is managed and financed by the European Commission. It is implemented with the assistance of external contractors in Europe, Japan and Korea. The Central Management Unit, led by Deloitte Belgium, is in charge of the administrative management of ETP. EFMD’s involvement in this project is to raise awareness of the programme and to help Deloitte Belgium to identify EU executives and companies ready to do business with Japan or Korea and benefit from the programme.

PROFOR: consolidating and strengthening Cuban managerial capabilities

EFMD, as the contractor of this EU-funded project, is in charge of its overall design, co-ordination and execution in partnership with ESADE Business School in Spain for the delivery of academic activities. The project aims at developing management training programmes in Cuba and establishing a scheme of long-term co-operation.

Due to an unforeseen decision of the Executive Committee of the Cuban Council of Ministries, the project is now partially suspended. At the request of EFMD, the EU Delegation in La Havana, the contracting authority, has granted a temporary suspension of the contract to allow for a clarification of the situation by the Cuban authorities. EFMD maintains links with its Cuban partners and contacts and is closely monitoring the evolution of the situation. Positive signs have been recently recorded in Cuba and constant contact is maintained with the EU Delegation in Cuba.

EFMD and its partners have started to draft potential modifications of the original project that will be submitted to the EU Delegation in Cuba and the Cuban Authorities for their approval.

AFREBS: African business school initiative

In close partnership with Tilburg School of Economics and Management, the Netherlands and Euromed Management, France, EFMD has launched an initiative to develop innovative co-operation in the field of management education with African and North African partners. The initiative was promoted at the 2012 EFMD Africa conference, an ideal opportunity to meet potential partners in Africa and discuss possible areas of co-operation.
2012 Publications

Global Focus Magazine
Three issues of Global Focus (in English & Chinese) and three special supplements were published in 2012. The first coincided with the EFMD Deans and Directors General Conference in Nottingham; the second with the EFMD Annual Conference in Sophia Antipolis; and the third with the EFMD Executive Education Conference in Seville.

Issue one highlights
Deans across frontiers
Chris Greensted, EFMD

What is the European management school model?
Howard Thomas, Singapore Management University

Business schools and society – opportunities and accountability
Alfons Sauquet, ESADE Business School

Unlikely heroes
John Peters, GSE Research

The first special supplement focused on Workplace learning – new thinking and practice.

“We must lower barriers to entry for scholars from the developing world, practitioners with something to say, and less-experienced researchers”
John Peters, Director, GSE Research
Issue two highlights

Lessons from China
John Quelch, China Europe International Business School (CEIBS)

New horizons
Richard Straub, EFMD

Needed: academic triathletes
Santiago Iñiguez, IE Business School

Pressures to conform
Peter McKiernan, University of Strathclyde, and David Wilson, University of Warwick

Making managers fit for the future
Patrick Harris, thoughtengine, and Rebecca Nash, The Futures Company’s Trends and Futures

The second special supplement opened a debate on The unfulfilled promise of management education? Its role, value and purpose and was a teaser to the 40th Anniversary EFMD book, published in January 2013.

“CEOs want more tangible information about the impact a programme has on their employees and the organisation”
Lindsay Ryan, Director, Corporate Education Advisers
2012
Publications

Issue three highlights
Cox steers a new course for business schools
Sue Cox, Lancaster University Management School

What does business want from business schools?
Sir Richard Lambert, The University of Warwick

The age of uncertainty
The latest EFMD/CarringtonCrisp Tomorrow’s MBA survey shows an MBA market place that is more diverse, confused and uncertain than ever. Andrew Crisp, CarringtonCrisp

Executive development: evolutionary revolution
Jørgen Thorsell, Justin Bridge and Fiona Gardner, Mannaz

50+20 offers a clear vision
Katrin Muff, University of Lausanne

The final special supplement showcased the winners of the 2012 EFMD Excellence in Practice Awards.

“Asked about the most valuable content in an MBA, respondents chose leadership, strategic management, managing people and organisations, business and financial environment, marketing, and entrepreneurship”
Andrew Crisp, Director, CarringtonCrisp
Partnership with CarringtonCrisp
The Executive Summaries of the 2012 editions of Tomorrow’s MBA, Alumni Matters, Business of Branding and GenerationWeb were all published during 2012. The studies were conducted by CarringtonCrisp and supported by EFMD with the findings being widely disseminated across the network, the EFMD blog & Twitter.

Journal of Management Development
A special issue of the Journal of Management Development titled, “Business schools in transition? Issues of impact, legitimacy, capabilities and re-invention,” guest edited by Howard Thomas and Eric Cornuel, was published in May and distributed at the EFMD Annual Conference with the contents below.

Environmental Influences
Reflections on the globalisation of management education
Arnoud De Meyer, Singapore Management University
UN Global Compact and Accenture CEO study: an era of sustainability
Peter Lacy, Arnaud Haines and Rob Hayward, Accenture
The potential impact of social and digital media on management education
Michael Thomas and Howard Thomas, Singapore Management University

Challenges and Criticisms
The legitimacy of the business of business schools: what’s the future?
David Wilson, Warwick University and Howard Thomas, Singapore Management University
A sustainable model for business schools
Kai Peters, Ashridge Business School and Howard Thomas, Singapore Management University
A red queen approach to the fading margins of business education
Santiago Iniguez De Ordano and Salvador Carmona, IE Business School

Alternative Models
Blended learning and learning communities: opportunities and challenges
James Fleck, Open University Business School
Curriculum reform: getting more macro, and more micro
Richard K Lyons, HAAS Business School, University of California, Berkeley
The network-based business school model: the business school of the future
Peter Lorange, Lorange Institute of Business

Conjecture
Visionary leadership in business schools: an institutional framework
Granit Almog-Bareket, Mandel Leadership Institute
40 years
1972–2012
1972

Merger of the European Association of Management Training Centres (EAMTC, established 1959) and International University Contact for Management Education (IUC, established 1952)

First EFMD annual conference in Barcelona

First European Small Business Seminar in Dublin, Ireland

Limits to Growth report for the Club of Rome, addressing environmental issues from a management development standpoint

EFMD established

1973

First Deans and Directors Meeting

1974

Annual conference in Turin, Italy, exploring the role of management development on Changing organisations with Charles Handy as keynote speaker

First European Case Development Workshop

1975

Pocock Report on Educational and Training Needs of European Managers project

1976

Mouret Report on Management of Management Centres, proposing an Analytical model in terms of: Functions • Operations • Sociopolitical aspects

1977

Honko Report on the Development of Management Teachers and Researchers

1978

EC Study: Management Education in the EC Member States

1979

ISTANBUL, TURKEY

delphine.hauspy@efmd.org

2013 EFMD Deans & Directors General Conference

Making Things Happen
1980

Management for the twenty-first century (joint EFMD/AACSB project) concluding with a joint annual conference in Paris on "Developing Managers for the XXIst Century"

1981

The Commission of the European Communities appoints EFMD to develop and implement a two-year fulltime modular MBA programme in Beijing

1982

First Public sector Management Development Activity

1983

First Corporate Members Meeting, hosted by Shell

1984

First Banking Seminar focusing on management development for bankers

1985

China-ECC Management Programme (CEMP) in Beijing is aimed at educating 100 young Chinese managers over a five-year period. Teaching is provided by visiting faculty from Europe recruited by EFMD

1986

First MBA Directors Meeting

1987

Launch of the European Business Ethics Network

1988

China-Europe Management Institute (CEMI) started to Institutionalize the China activities. In addition to the MBA, executive courses are offered and foreign companies start to support the school financially

1989

First Case Writing Competition

1990

First Corporate Members Meeting

1991

EURO-India Cooperation and Exchange Programme (EICP 1989–1994)

1992

First Public sector Management Development Activity

EFMD/EIASM European societal strategy project focusing on the need to take the changing socioeconomic environment into full consideration in developing corporate strategy

Launch of the European Women’s Management Development Network

1993

Strategic Audit Unit. Analysis by international teams of peers helps schools to improve quality and strategic capability

Executive Education Network

1994

Euro-CIS Program focused on institution building and transfer of knowledge and skills

1995

First EFMD guide to MBA programmes

1996

First EFMD guide to MBA programmes

1997

China-Europe Cooperation and Development Centre (CEC) focused on development of business schools in China

1998

Contribution to ERT, European Roundtable of Industrialists report on HR management

1999

First EFMD guide to Executive Education Networks

2000

EFMD/EFMD European societal strategy project focusing on the need to take the changing socioeconomic environment into full consideration in developing corporate strategy

2001

Launch of the European Women’s Management Development Network

2002

New series of practice orientated workshops for corporate members

2003

Euro-Algerian cooperation programme

2004

The 25th anniversary of EFMD

2005

First EFMD guide to Executive Education Networks

2006

First EFMD guide to Executive Education Networks
EFMD has been most valuable in a variety of ways during these four decades. I would not dare to highlight something in particular because there have been so many break-through initiatives and moreover it is virtually impossible to compare the progress being made in accreditation or societal relevance or quality improvement and global networking.

An anniversary is a wonderful opportunity to reflect on the past and to celebrate. At the same time, we should look forward together to an EFMD that continues to grow and flourish for many more decades to come, irrespective the global dynamics that are more complex than ever.

Per-Jonas Eliasson
Professor emeritus
Stockholm School of Economics
Founding father and longstanding member of EFMD

This book provides an unique and important opportunity to address important lessons in management education and project future directions and models as management education follows a strong and resolute path in the future. I am very proud to work with EFMD on this important publication during its landmark 40th anniversary.

Howard Thomas
Dean of the Lee Kong Chian School of Business (LKCSB)
Singapore Management University

As of December 2012
EFMD Governance

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

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

Vice-President
(3) Thomas Sattelberger
Former Board Member for Human Resources, Deutsche Telekom AG, Germany

Vice-President
(4) Susan Cox
Dean, Lancaster University Management School, UK

Director General & CEO
(5) Eric Cornuel
EFMD

Board of Trustees
(6) Laurent Batsch
President, Université Paris-Dauphine, France
(7) Witold Bielecki *
Rector, Kozminski University, Poland
(8) Eugenia Bieto
Director General, ESADE Business School, Spain
(9) Jordi Canals *
Dean, IESE Business School, University of Navarra, Spain
(10) Laurent Choain
Chief HR Officer, Mazars, France
(11) François-Xavier Cornu
Deputy Director General of Education, Research and Training, CCIP – Chambre de Commerce et d’Industrie de Paris/Paris Chamber of Commerce and Industry, France
(12) Fernando d’Alessio
Director General, CENTRUM Católica, Pontificia Universidad Católica del Perú, Peru
(13) Wafa El Garah
Dean, School of Business Administration, Al Akhawayn University in Ifrane, Morocco

Cooperation with Azerbaijan to train experts in quality
(14) Alberto Grando  
Vice Rector for Development, SDA Bocconi School of Management, Italy  
(15) Alice Guilhon  
Dean, SKEMA Business School, France  
(16) Dipak Jain  
Dean, INSEAD France, Middle East & Singapore  
(17) Valery Katkalo  
Director of ANO, Sberbank Corporate University, Sberbank of Russia, Russia  
(18) Peter Lorange  
President & Chairman, Lorange Institute of Business Zurich, Switzerland  
(19) Mike Page  
Provost & Vice-President for Academic Affairs, Bentley University, US  
(20) Michel Patry  
Director General, HEC-Montréal, Canada  
(21) Anthony Salcito *  
Vice-President, World Wide Education, Microsoft Corporation, US  
(22) Baris Tan  
Dean, School of Business, Koç University, Turkey  
(23) Rebecca Taylor *  
Dean, The Open University Business School, UK  
(24) Howard Thomas *  
Dean, Lee Kong Chian School of Business, Singapore Management University, Singapore  
(25) Harry van Dorenmalen *  
Chairman, IBM Europe, France  
(26) Baback Yazdani  
Dean, Nottingham Business School, Nottingham Trent University, UK  
(27) Nicole Coopman  
Administrative Director, European Institute for Advanced Studies in Management (EIASM), Belgium (observer)  

* indicates new Board members welcomed in 2012
EFMD Membership
New Members

The following members were ratified in Sophia Antipolis in May 2012 at the EFMD Annual General Assembly.

New Full Members
Academic
ESERP School of Business and Social Sciences
Spain
Fondazione CUOA – Centro Universitario di Organizzazione Aziendale
Italy
Groupe ESC Troyes en Champagne
France
Heilbronn University – Hochschule Heilbronn
Faculty of Business and Transport Management
Germany
University of Applied Sciences, HU Business School Utrecht
The Netherlands
Hult International Business School
US
ISLA – Instituto Superior de Línguas e Administração
Portugal
Jinan University
School of Management
China
King Abdulaziz University
Faculty of Economics and Administration
Saudi Arabia
Moscow University of Finance and Law
Russia
Namibia Business School
Faculty of Economics and Management Science
Namibia
Purdue University
Krannert School of Management
US
Shanghai University of Finance & Economics
College of Business
China
Universidad Anahuac Facultad de Economía y Negocios
Mexico
Universidad Nebrija
Nebrija Business School
Spain
University of Southern Denmark, Faculty of Business and Social Sciences
Denmark
University of Twente
School of Management and Governance
The Netherlands
XLRI
Xavier School of Management
India
Zagreb School of Economics and Management
Croatia

New Full Members
Corporate
Amcor Group GmbH
Switzerland
ArcelorMittal
ArcelorMittal University
Luxembourg
Delhaize Group
Belgium
DTEK
DTEK Academy
Ukraine
Ferrovial
Spain
Kienbaum Management Consultants
Germany
Metro AG
Germany
Philips Lighting University
The Netherlands
Raiffeisen Zentralbank Österreich AG (RZB)
Austria
TMA World
UK
TÜV SÜD Akademie GmbH
Germany

New Affiliated Members
Academic
American University of Beirut
Olayan School of Business
Lebanon
Beijing Jiatong University
School of Economics and Management
China
Beirut Arab University
Faculty of Commerce and Business Administration
Lebanon
Ben-Gurion University of the Negev
Guilford Glazer Faculty of Business and Management
Israel
Chongqing University
School of Economics and Business Administration
China
Doshisha University
Doshisha Business School
Japan
Hohai University
Business School
China
Graduate University of China Academy of Sciences
Management School (MSGUCAS)
China
Macquarie University
Faculty of Business and Economics
Australia

MANCOSA – Management College of Southern Africa
South Africa

McGill University
Desautels Faculty of Management
Canada

Memorial University of Newfoundland
Faculty of Business Administration
Canada

Regional College of Management Autonomous
India

San Jose State University
College of Business and Lucas Graduate School of Business
US

Xiamen University
School of Management
China

New Affiliated Member
Corporate
Power Management Institute (PMI), NTPC Ltd.
India

New Associate Members
Academic
Communication
University of China
Graduate School of Management
China

New Reciprocal Members
China MBA/EMBA Association
China

CNMESC – China National MBA Education Supervisory Committee
China

HRPS – HR People & Strategy
US

SPACE – European Network for Business Studies and Languages
Belgium

New Honorary Members
Rolf Cremer
Former Dean
China Europe International Business School (CEIBS)
Germany

Jim Herbolich †
Honorary Director General
EFMD
Belgium

Astrid Kaisin
Coordinator Support Office Administration
EFMD
Belgium

Jonathan Slack
Former Chief Executive Association of Business Schools (ABS)
UK
EFMD Membership
New Members to be Ratified

The following new members are to be approved by the Board of Trustees and ratified in Brussels, Belgium in June 2013 at the EFMD Annual General Assembly

New Full Members

Corporate
Baloise Group
Switzerland

Rabobank Nederland
The Netherlands

Sberbank of Russia
Russia

Société Générale
France

TCL Academy of Leadership Development
China

ING Insurance/IM
The Netherlands

New Affiliated Members

Academic
Beijing Institute of Technology
School of Management and Economics
China

Beijing Normal University
School of Economics and Business Administration
China

Instituto Tecnológico y de Estudios Superiores de Monterrey
School of Business, Social Sciences and Humanities
Mexico

University of Johannesburg
Faculty of Management
South Africa

University of New England
UNE Business School
Australia

New Full Members

Academic
Institut Africain de Management
Senegal

Meiji University
Graduate School of Global Business
Japan

Rotterdam Business School
Department of International Business and Management Studies
The Netherlands

Shanghai University
Sydney Institute of Language and Commerce
China

Waseda University
Waseda Business School, Faculty of Commerce
Japan

Wuhan University
Economics and Management School
China

University of Applied Sciences –Hochschule Kempten, Professional School of Business and Technology
Germany

University of Liechtenstein
Faculty of Business Administration
Liechtenstein
New Affiliated Members
Association
Chinese Management Association
Taiwan

New Associate Members
Academic
ESLSCA Business School
Egypt
Montreux School of Business
Switzerland
Sustainability Management School
Switzerland
University of Mediterranean Karpasia
Turkey
Belarusian State University School of Business and Management of Technology
Belarus

Transition from Affiliate to Full Membership
Ben-Gurion University of the Negev
Guilford Glazer Faculty of Business and Management
Israel
The American University in Cairo
School of Business
Egypt
IPADE Business School
Mexico

Transition from Associate to Full Membership
Alpen-Adria-Universität Klagenfurt
M/O/T School of Management, Organisational Development and Technology
Austria

New Reciprocal Members
GEM&L
France
Association of Business Schools Finland
Finland

New Honorary Members
Per-Jonas Eliaeson
Professor Emeritus
Stockholm School of Economics
Sweden
Pierre Tapie
Dean & President
ESSEC Business School
France
David A. Wilson
President & Chief Executive Officer
GMAC® – Graduate Management Admission Council®
US
2013
EFMD Team

(1) Eric Cornel
Director General & CEO

(2) Helke C. Hernandes
Deputy Director General, Development & External Relations

(3) Julio Urgel
Deputy Director General, Operations & Quality

(4) Caroline Taylor
Assistant to the Management Team

Business School Services Unit

(5) Christian Delporte
Director

(6) Diana Grote
Manager

(7) Robin Hartley
Manager

(8) Delphine Hauspy
Manager

(9) Virginie Heredia-Rosa
Manager

(10) Inês Proença
Coordinator

Corporate Services Unit

(11) Richard Straub
Director & CLIP Programme Director

(12) Shanshan Ge
Senior Manager
(13) Florence Gregoire
Membership Manager

(14) Caroline Malvaux
Coordinator

Research & Surveys Unit
(15) Ulrich Hommel
Director

(16) Anna Pastwa
Manager

(17) Christophe Lejeune
Coordinator

Quality Services Unit
(18) Michael Osbaldeston
Director

(19) Gordon Shenton
Senior Advisor

(20) Chris Greensted
Senior Advisor

(21) Ulrich Hommel
Senior Advisor

(22) Veronique Roumans
Manager

(23) Friedemann Schulze-Fielitz
Manager

(24) Marielle Van Renterghem
Coordinator

Launch of EPAS, EFMD programme accreditation system
2013
EFMD Team

(25) Catarina Botelho
Coordinator

(26) Isabel Ramos
Coordinator

(27) Magdalena Wanot
Coordinator

European Affairs Unit
(11) Richard Straub
Director

Membership Services Unit
(28) Liliane Gaspari
Membership Manager

(29) Mayen Enodien
Project Manager, Marketing & Governance

Projects Unit
(30) Christophe Terrasse
Director

(31) Boriana Marinova
Senior Project Manager

(32) Pavlina Blazkova
Project Coordinator

Marketing, Communications & IT Unit
(2) Helke C. Hernandes
Deputy Director General, Development & External Relations

(33) Matthew Wood
Director, Communications

(34) Martine Plompen
Associate Director, Marketing & Communications

Launch of the Best Practice Sharing CLIP workshops
(35) Muriel Ebrahime  
Marketing Manager

(29) Mayen Enodien  
Project Manager, Marketing & Governance

(36) Patsy Van Autreve  
Manager

(37) Nick Pergoot  
Manager, IT

Finance Unit

(38) André Fizaine  
Director

(39) Benoit de Grand Ry  
Senior Manager, Finance & HR

(40) Angela Rojas  
Manager

(41) Isabelle De Greef  
Assistant

Support Services

(42) Claude Loux  
Coordinator, Office & Reception

(43) Jan Ginneberge  
Strategic Advisor

(44) Griet Houbrechts  
Senior Advisor

(45) Liliana Petrella  
Special Advisor
2012
Auditor’s Report

STATUTORY AUDITOR’S REPORT TO THE GENERAL MEETING OF THE MEMBERS OF THE EFMD INTERNATIONAL NOT-FOR-PROFIT ASSOCIATION FOR THE YEAR ENDED DECEMBER 31ST 2012

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 December 31st 2012, prepared in accordance with the financial reporting framework applicable in Belgium, which show a balance sheet total of €9,357,432.68 and a profit for the accounting period of €228,890.05.

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 (Institut des Réviseurs d’Entreprises / Instituut van de Bedrijfreviseuren). 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 executing 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.

In our opinion, the financial statements for the year ended December 31\textsuperscript{st} 2012 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, March 14\textsuperscript{th} 2013

SCCRL PVMD Revisor d’entreprises
Statutory auditor
Represented by Chaereis Alain
Legal auditor
# Financial Statements 2012

## Balance Sheets: Assets

All amounts are in Euros

<table>
<thead>
<tr>
<th>Fixed Assets</th>
<th>Codes</th>
<th>31/12/2012</th>
<th>31/12/2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>I. Constitution expenses</td>
<td>20</td>
<td></td>
<td></td>
</tr>
<tr>
<td>II. Intangible assets</td>
<td>21</td>
<td>18,957</td>
<td>33,292</td>
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<tr>
<td>III. Tangible assets</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>A. Land and buildings (in freehold)</td>
<td>22/91</td>
<td>1,885,653</td>
<td>1,925,267</td>
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<tr>
<td>B. Plant, machinery and equipment (in freehold)</td>
<td>231</td>
<td>127,612</td>
<td>135,713</td>
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<tr>
<td>C. Furniture and vehicles (in freehold)</td>
<td>241</td>
<td>114,711</td>
<td>159,560</td>
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<tr>
<td>D. Leasing and other similar rights</td>
<td>25</td>
<td></td>
<td></td>
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<tr>
<td>E. Other tangible assets (in freehold)</td>
<td>261</td>
<td></td>
<td></td>
</tr>
<tr>
<td>F. Assets under construction and advance payments</td>
<td>27</td>
<td></td>
<td></td>
</tr>
<tr>
<td>IV. Financial assets</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>A. Affiliated entities</td>
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<td>70,566</td>
<td>66,663</td>
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<tr>
<td>1. Participating interest in affiliated companies</td>
<td>280/1</td>
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<td></td>
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<tr>
<td>2. Amounts receivable</td>
<td>281</td>
<td></td>
<td></td>
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<tr>
<td>B. Other companies linked by participating interests</td>
<td>282/5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Participating interests</td>
<td>282</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Amounts receivable</td>
<td>283</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C. Other financial assets</td>
<td>284/8</td>
<td>70,566</td>
<td>66,663</td>
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<tr>
<td>1. Shares</td>
<td>284</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Amounts receivable and cash guarantees</td>
<td>285/8</td>
<td>70,566</td>
<td>66,663</td>
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<tr>
<td>Current Assets</td>
<td></td>
<td>7,139,934</td>
<td>7,027,838</td>
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<tr>
<td>V. Amounts receivable after more than one year</td>
<td></td>
<td>29</td>
<td></td>
</tr>
<tr>
<td>A. Trade debtors</td>
<td>290</td>
<td></td>
<td></td>
</tr>
<tr>
<td>B. Other amounts receivable</td>
<td>291</td>
<td></td>
<td></td>
</tr>
<tr>
<td>VI. Stocks and contracts in progress</td>
<td></td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>A. Stocks</td>
<td>30/36</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Raw materials and consumables</td>
<td>30/31</td>
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<tr>
<td>2. Work in progress</td>
<td>32</td>
<td></td>
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<tr>
<td>3. Finished goods</td>
<td>33</td>
<td></td>
<td></td>
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<tr>
<td>4. Goods purchased for resale</td>
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<td></td>
</tr>
<tr>
<td>5. Immovable property acquired or constructed for resale</td>
<td>35</td>
<td></td>
<td></td>
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<tr>
<td>6. Advance payments</td>
<td>36</td>
<td></td>
<td></td>
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<tr>
<td>B. Contracts in progress</td>
<td>37</td>
<td></td>
<td></td>
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<tr>
<td>VII. Amounts receivable within one year</td>
<td>40/41</td>
<td>3,850,689</td>
<td>4,074,522</td>
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<tr>
<td>A. Trade debtors</td>
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<td>3,585,805</td>
<td>3,827,502</td>
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<td>B. Other amounts receivable</td>
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<td>264,884</td>
<td>247,020</td>
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<tr>
<td>VIII. Investments</td>
<td></td>
<td>50/53</td>
<td>2,838,158</td>
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<tr>
<td>A. Own shares</td>
<td>50</td>
<td></td>
<td></td>
</tr>
<tr>
<td>B. Other investments and deposits</td>
<td>51/53</td>
<td>3,223,244</td>
<td>2,838,158</td>
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<tr>
<td>IX. Cash at bank and in hand</td>
<td>54/58</td>
<td>4,341</td>
<td>6,978</td>
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<tr>
<td>X. Deferred expenses and accrued revenue</td>
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<td>61,660</td>
<td>108,180</td>
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<tr>
<td>Total Assets</td>
<td>20/58</td>
<td>9,357,433</td>
<td>9,348,333</td>
</tr>
</tbody>
</table>
## Financial Statements 2012
### Balance Sheets: Liabilities

All amounts are in Euros

<table>
<thead>
<tr>
<th>Social Funds</th>
<th>Codes</th>
<th>31/12/2012</th>
<th>31/12/2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>I. Associative funds</td>
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<td></td>
</tr>
<tr>
<td>A. Initial patrimony</td>
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<td>3,871,459</td>
<td>3,642,569</td>
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<td>B. Permanent means</td>
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<td>III. Revaluation surplus</td>
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<td></td>
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<tr>
<td>IV. Allocated funds</td>
<td>13</td>
<td></td>
<td></td>
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<tr>
<td>V. Profit carried forward</td>
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<td></td>
<td></td>
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<tr>
<td>Loss carried forward</td>
<td>140</td>
<td>3,871,459</td>
<td>3,642,569</td>
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<tr>
<td>VI. Investment grants</td>
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**Provisions**

<table>
<thead>
<tr>
<th>Codes</th>
<th>31/12/2012</th>
<th>31/12/2011</th>
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</thead>
<tbody>
<tr>
<td>VII. A. Provisions for liabilities and charges</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Pensions and similar obligations</td>
<td>160/5</td>
<td>178,000</td>
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<tr>
<td>2. Taxation</td>
<td>160</td>
<td></td>
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<tr>
<td>3. Major repairs and maintenance</td>
<td>162</td>
<td></td>
</tr>
<tr>
<td>4. Other liabilities and charges</td>
<td>163/5</td>
<td>178,000</td>
</tr>
<tr>
<td>B. Provisions for donations and legacies with right of recovery</td>
<td>168</td>
<td></td>
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</tbody>
</table>

**Creditors**

<table>
<thead>
<tr>
<th>Codes</th>
<th>31/12/2012</th>
<th>31/12/2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>VIII. Amounts payable after more than one year</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A. Financial debts</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Subordinated loans</td>
<td>170/4</td>
<td>501,060</td>
</tr>
<tr>
<td>2. Unsubordinated debentures</td>
<td>170</td>
<td></td>
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<tr>
<td>3. Leasing and other similar obligations</td>
<td>171</td>
<td></td>
</tr>
<tr>
<td>4. Credit institutions</td>
<td>172</td>
<td></td>
</tr>
<tr>
<td>5. Other loans</td>
<td>173</td>
<td>501,060</td>
</tr>
<tr>
<td>B. Trade debts</td>
<td>174</td>
<td></td>
</tr>
<tr>
<td>1. Suppliers</td>
<td>175</td>
<td></td>
</tr>
<tr>
<td>2. Bills of exchange payable</td>
<td>1751</td>
<td></td>
</tr>
<tr>
<td>C. Advances received on contracts in progress</td>
<td>176</td>
<td></td>
</tr>
<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>
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<td></td>
</tr>
<tr>
<td>3. Securities received in cash</td>
<td>1792</td>
<td></td>
</tr>
<tr>
<td>IX. Amounts payable within one year</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A. Current portion of amounts payable after more than one year</td>
<td>42</td>
<td>1,138,729</td>
</tr>
<tr>
<td>B. Financial debts</td>
<td>43</td>
<td></td>
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<tr>
<td>1. Credit institutions</td>
<td>430/8</td>
<td></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></td>
</tr>
<tr>
<td>1. Suppliers</td>
<td>440/4</td>
<td>609,943</td>
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<tr>
<td>2. Bills of exchange payable</td>
<td>441</td>
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</tr>
<tr>
<td>D. Advances received on contracts in progress</td>
<td>46</td>
<td>291,752</td>
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<tr>
<td>E. Taxes, remuneration and social security</td>
<td>45</td>
<td>205,061</td>
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<tr>
<td>1. Taxes</td>
<td>450/5</td>
<td>7,562</td>
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<tr>
<td>2. Remuneration and social security</td>
<td>454/9</td>
<td>197,499</td>
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<tr>
<td>F. Other amounts payable</td>
<td>48</td>
<td></td>
</tr>
<tr>
<td>1. Bonds, dividends and securities received in cash</td>
<td>480/8</td>
<td></td>
</tr>
<tr>
<td>2. Other various debts producing interest</td>
<td>4890</td>
<td></td>
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<tr>
<td>3. Other various debts non-productive of interest or with an abnormally low interest</td>
<td>4891</td>
<td>533</td>
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<tr>
<td>X. Accrued expenses and deferred revenue</td>
<td>492/5</td>
<td>3,668,185</td>
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</tbody>
</table>

**Total Liabilities**

<table>
<thead>
<tr>
<th>Codes</th>
<th>31/12/2012</th>
<th>31/12/2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>10/49</td>
<td>9,357,433</td>
<td>9,348,333</td>
</tr>
</tbody>
</table>
Financial Statements 2012

Income Statement: Expenses

All amounts are in Euros

<table>
<thead>
<tr>
<th>II. Operating expenses</th>
<th>Codes</th>
<th>01/01/2012 – 31/12/2012</th>
<th>01/01/2011 – 31/12/2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Raw materials, consumables and goods for resale</td>
<td>60/64</td>
<td>6,807,710</td>
<td>6,555,828</td>
</tr>
<tr>
<td>1. Purchases</td>
<td>60</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Increase (+); Decrease (-) in stocks</td>
<td>609</td>
<td></td>
<td></td>
</tr>
<tr>
<td>B. Services and other goods</td>
<td>61</td>
<td>4,506,294</td>
<td>4,246,289</td>
</tr>
<tr>
<td>C. Remuneration, social security costs and pensions</td>
<td>62</td>
<td>1,974,407</td>
<td>1,790,228</td>
</tr>
<tr>
<td>D. Depreciation of and other amounts written off constitution expenses, intangible and tangible fixed assets</td>
<td>630</td>
<td>160,313</td>
<td>179,431</td>
</tr>
<tr>
<td>E. Increase (+); Decrease (-) in amounts written off stocks, contracts in progress and trade debtors</td>
<td>631/4</td>
<td>69,824</td>
<td>63,529</td>
</tr>
<tr>
<td>F. Increase (+); Decrease (-) in provisions for liabilities and expenses</td>
<td>635/7</td>
<td></td>
<td>178,000</td>
</tr>
<tr>
<td>G. Other operating expenses</td>
<td>640/8</td>
<td>96,872</td>
<td>98,351</td>
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<tr>
<td>H. Operating expenses capitalised as reorganisation costs</td>
<td>649</td>
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<table>
<thead>
<tr>
<th>V. Financial expenses</th>
<th>Codes</th>
<th>01/01/2012 – 31/12/2012</th>
<th>01/01/2011 – 31/12/2011</th>
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<tbody>
<tr>
<td>A. Interest and other debt expenses</td>
<td>65</td>
<td>42,376</td>
<td>58,748</td>
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<td>B. Increase (+); Decrease (-) in amounts written off current assets other than mentioned under II.E.</td>
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<td>19,103</td>
<td>25,469</td>
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<td>C. Other financial expenses</td>
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<tr>
<td>652/9</td>
<td>23,273</td>
<td>33,279</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>VIII. Extraordinary expenses</th>
<th>Codes</th>
<th>01/01/2012 – 31/12/2012</th>
<th>01/01/2011 – 31/12/2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Extraordinary depreciation of and extraordinary amounts written off constitution expenses, intangible and tangible fixed assets</td>
<td>660</td>
<td></td>
<td></td>
</tr>
<tr>
<td>B. Amounts written off financial fixed assets</td>
<td>661</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C. Provisions for extraordinary liabilities and expenses (increase +, decrease -)</td>
<td>662</td>
<td></td>
<td></td>
</tr>
<tr>
<td>D. Loss on disposal of fixed assets</td>
<td>663</td>
<td></td>
<td></td>
</tr>
<tr>
<td>E. Other extraordinary expenses</td>
<td>664/8</td>
<td></td>
<td></td>
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<tr>
<td>F. Extraordinary expenses capitalised as reorganisation costs</td>
<td>669</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>XI. Profit for the period (transferred to profit carried forward)</th>
<th>Codes</th>
<th>01/01/2012 – 31/12/2012</th>
<th>01/01/2011 – 31/12/2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Extraordinary depreciation of and extraordinary amounts written off constitution expenses, intangible and tangible fixed assets</td>
<td>660</td>
<td></td>
<td></td>
</tr>
<tr>
<td>B. Amounts written off financial fixed assets</td>
<td>661</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C. Provisions for extraordinary liabilities and expenses (increase +, decrease -)</td>
<td>662</td>
<td></td>
<td></td>
</tr>
<tr>
<td>D. Loss on disposal of fixed assets</td>
<td>663</td>
<td></td>
<td></td>
</tr>
<tr>
<td>E. Other extraordinary expenses</td>
<td>664/8</td>
<td></td>
<td></td>
</tr>
<tr>
<td>F. Extraordinary expenses capitalised as reorganisation costs</td>
<td>669</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Total

<table>
<thead>
<tr>
<th>Total</th>
<th>Codes</th>
<th>01/01/2012 – 31/12/2012</th>
<th>01/01/2011 – 31/12/2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>60/67</td>
<td>7,078,976</td>
<td>7,087,407</td>
<td></td>
</tr>
</tbody>
</table>
## Financial Statements 2012

### Income Statement: Revenues

All amounts are in Euros

<table>
<thead>
<tr>
<th>Category</th>
<th>Codes</th>
<th>01/01/2012 – 31/12/2012</th>
<th>01/01/2011 – 31/12/2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>I. Operating revenue</td>
<td>70/74</td>
<td>7,037,524</td>
<td>7,039,033</td>
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<tr>
<td>A. Turnover</td>
<td>70</td>
<td>3,192,371</td>
<td>3,456,178</td>
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<tr>
<td>B. Increase (+); Decrease (-) in stocks of finished goods, work and contracts in progress</td>
<td>71</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C. Own construction capitalised</td>
<td>72</td>
<td></td>
<td></td>
</tr>
<tr>
<td>D. Membership fees, donations, legacies and subsidies</td>
<td>73</td>
<td>3,422,805</td>
<td>3,206,680</td>
</tr>
<tr>
<td>E. Other operating revenue</td>
<td>74</td>
<td>422,348</td>
<td>376,175</td>
</tr>
<tr>
<td>IV. Financial revenue</td>
<td>75</td>
<td>41,452</td>
<td>48,374</td>
</tr>
<tr>
<td>A. Revenue from financial fixed assets</td>
<td>750</td>
<td>23</td>
<td>54</td>
</tr>
<tr>
<td>B. Revenue from current assets</td>
<td>751</td>
<td>36,047</td>
<td>31,739</td>
</tr>
<tr>
<td>C. Other financial revenue</td>
<td>752/9</td>
<td>5,382</td>
<td>16,581</td>
</tr>
<tr>
<td>VII. Extraordinary revenue</td>
<td>76</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A. Adjustments to depreciation of and to other amounts written off intangible and tangible fixed assets</td>
<td>760</td>
<td></td>
<td></td>
</tr>
<tr>
<td>B. Adjustments to amounts written off financial fixed assets</td>
<td>761</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C. Adjustments to provisions for extraordinary liabilities and expenses</td>
<td>762</td>
<td></td>
<td></td>
</tr>
<tr>
<td>D. Gain on disposal of fixed assets</td>
<td>763</td>
<td></td>
<td></td>
</tr>
<tr>
<td>E. Other extraordinaire revenue</td>
<td>764/9</td>
<td></td>
<td></td>
</tr>
<tr>
<td>XI Loss for the period</td>
<td>67/70</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>70/77</td>
<td>7,078,976</td>
<td>7,087,407</td>
</tr>
</tbody>
</table>

### EFMD Revenue 2012

- **25%** Quality Services
- **40%** Business Schools
- **17%** Conferences
- **7%** Corporate
- **4%** Other
- **7%** Contracts & Projects

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First conference in MENA region and first Africa conference

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### Financial Statements 2012

**Forecast 2013**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount (EUR 000's)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Revenue</td>
<td>6,915</td>
</tr>
<tr>
<td>Direct expenses</td>
<td>(1,426)</td>
</tr>
<tr>
<td><strong>Overheads</strong></td>
<td></td>
</tr>
<tr>
<td>Personnel (including inside consultants and interim personnel)</td>
<td>(3,987)</td>
</tr>
<tr>
<td>Rent and maintenance</td>
<td>(160)</td>
</tr>
<tr>
<td>Office equipment</td>
<td>(97)</td>
</tr>
<tr>
<td>Administrative expenses</td>
<td>(88)</td>
</tr>
<tr>
<td>Printing materials</td>
<td>(82)</td>
</tr>
<tr>
<td>Travel &amp; related expenses</td>
<td>(396)</td>
</tr>
<tr>
<td>Fees (external consultants &amp; miscellaneous services)</td>
<td>(273)</td>
</tr>
<tr>
<td>Communication expenses</td>
<td>(23)</td>
</tr>
<tr>
<td>Other overhead expenses</td>
<td>(222)</td>
</tr>
<tr>
<td>Depreciation on fixed assets (1)</td>
<td>(165)</td>
</tr>
<tr>
<td>Amounts written down on debts (2)</td>
<td>(40)</td>
</tr>
<tr>
<td>Financial &amp; Exceptional results</td>
<td>177</td>
</tr>
<tr>
<td><strong>Total overheads</strong></td>
<td>(5,356)</td>
</tr>
<tr>
<td><strong>Net result (3)</strong></td>
<td>133</td>
</tr>
<tr>
<td><strong>Cash flow (3) + (1) + (2)</strong></td>
<td>338</td>
</tr>
</tbody>
</table>
Financial Statements 2012

Comments

Comments on the Balance Sheet 2012
At year-end 2012, the social funds amounted to €3,871,459 while the long-term debts were €501,060. A provision of €178,000 was made to cover potential risks on contracts linking EFMD, subcontractors and the European Commission (code 163). The long-term resources represented a total of €4,550,519 and were partly used to finance the fixed assets amounting to €2,217,499. The cash position was positive at €3,227,585.

The intangible assets (code 21) cover the IT software, whereas the tangible assets encompass the 4th and 5th floors which are depreciated over a 50-year period with the furniture and equipment depreciating respectively over a 3 and 10 year period. The financial assets (code 288) mainly represent the cash advances for social security.

The trade debtors account (code 40) amounts to €3,850,689 and is comprised of:
- The invoicing of the 2013 membership fees and other activities for a total of €3,585,805. EFMD invoiced the 2013 membership fees and the 2013 EFMD Deans and Directors General Conference fees in December 2012. The counterpart of this amount can be found under the deferred revenue (code 492).
- The invoices prior to 2012, which were followed up during the first quarter of 2013 are totally written off. These bad debts represent less than 1% of the total invoicing.
- The other amounts receivable (code 41) mostly represent advance payments (€264,884).

The amounts payable within one year (€1,138,729) include:
- Annuities on the loans for 2013 totaling €31,440 (code 42).
- Ordinary debts to suppliers equal to €609,943 (code 440/4).
- Advances received on European contracts (€291,752) which directly increased the cash position.
- The social security liabilities and other debts amounting to €205,594.

The accrued expenses and the deferred revenue (code 492/3) represent mainly the 2013 invoicing as explained above.

Comments on the Income Statement 2012
The operating revenue (€7037,524) remained stable in 2012 compared to 2011. The membership increased by 7% while the conferences activities and Quality Services activities decreased by 12%. The contracts & projects increased significantly this year by 137%, specifically due to the fact that a number of projects came to the end of their lifetime and were totally invoiced.

The operating expenses (€6,807,710) increased in 2012 by 4% compared to 2011 (€6,555,828) mainly due to the deployment of new staff and consultants (+€372,943). Direct expenses and overheads remained otherwise stable. The net result in 2012 is then €228,890 and the cash flow amounted to €256,764. EFMD is in a good comfort zone for the reinforcement of investments and new activities planned for 2013.

Comments on the Forecast 2013
The operating revenue will be stable compared to 2012.

This revenue is mainly the result of:
- Expected decrease in membership,
- Increase of Quality Services activities,
- Increased level of conference activities,
- Decrease in projects.

The direct expenses will increase moderately (+€253,972) while Personnel expenses and other overheads will remain stable.

The net result should be in the range of €133,400 and the cash flow just over €338,400.

Given that the annuities of the loan on the real estate represent €30,000, EFMD will continue to self-finance investments in a number of key development areas such as:
- Development of research projects,
- Reinforcement of activities devoted to corporate members,
- Investments in EFMD activities outside Europe.

All these above-mentioned items are already integrated into the forecasts for 2013.
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