EFMD is one of the most influential global communities in business and management education
In 2013, 260 participants attended EFMD Accreditation Seminars. Over 2,300 professionals benefited from networking and development opportunities. 344 participants attended the 2013 EFMD Annual Conference, and 402 attended the 2013 EFMD Career Services Conference. 82 countries were represented, with 825 members in total. 7,500 cases and papers were submitted. EFMD reaches over 25,000 management development professionals.
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Dear EFMD member,

Technology has achieved some amazing things over the past 40 years. When EFMD first started, business letters were sent out and replies came back two weeks later. The fax was truly significant in speeding up the process of being connected.

Fast-forward to today and where we are is quite remarkable with the proliferation of smartphones which keeps us constantly connected. Never before have we had such a period in our working lives where so much is expected all of the time. Is this a good thing? No it is not! Finding time for reflection, to pause and take time out, to achieve the mythical work-life balance is now very difficult.

The world is slowly emerging from a period of economic meltdown but many difficulties lie ahead – youth unemployment, political uncertainty, aging demographics and regional disputes to name but a few. The business of business schools and the learning and development sector are also facing challenges on all sides – new technology, new players, funding, relevance, legitimacy, need for impact are all key concerns.

EFMD is a trusted source of knowledge, meetings, accreditation, debate and exchange. When one is faced with so much, it is reassuring to depend on what is tried, tested, reliable and valuable. Technology, speed and social networks will not and cannot replace the most important aspects of doing business: relationships and trust.

I sincerely believe that by bringing together companies, business schools, public-sector bodies, entrepreneurs and the next generation of business leaders, EFMD is one of the most influential and important global communities in business and management education.

As an organisation, we will continue to support our members around the world and I would like to thank all of you who contribute an enormous amount of time and effort to EFMD by attending events, sitting on boards, steering committees and advisory bodies, and conducting audit visits.

Finally, I would like to congratulate Eric Cornuel and his team for all their ongoing hard work and professionalism that resulted in another successful year.

Alain Dominique Perrin
President, EFMD
Dear EFMD member,

I am pleased to report that 2013 was another successful year for EFMD and the international network.

The year started on a very positive note with the largest-ever gathering of Deans and Directors General in January at Koç University School of Business in Istanbul, Turkey. The warm hosts, city and Bosphorus reinforced the links between Europe and Asia and showed how the EFMD network truly has developed internationally over the past 10 years.

The year finished in Madrid with IÉ Business School hosting the first EFMD conference dedicated to business school career services. Establishing this conference and community followed direct requests from the membership and we were delighted with the commitment shown for this first event, which will now become an annual conference focused on the vital role career services play in a business school.

Between Istanbul and Madrid, EFMD ran a record number of networking events and seminars, published research reports, represented the network at events across the globe, supported many of our global partners and further developed the EFMD accreditation systems. During the course of the year, over 2,300 members took advantage of the wide reach of the international network and attended events and seminars.

A great deal of work has been put into our strategy for corporate members and one exciting new service we launched was the EFMD Strategic Learning Review (SLR). The design of SLR draws on EFMD’s 15-plus years of experience in the area of quality assurance and offers a diagnostic check-up service that allows a learning organisation to take stock of the strategic effectiveness of its operations and its impact within the company.

I would like to give my special thanks to Howard Thomas, Dean of the Singapore Management University, for his exceptional work in producing two books that celebrate EFMD’s journey and chart the progress to our 40th Anniversary. Volume 1, Promises Fulfilled and Unfulfilled in Management Education was published in 2013 with the support of our partners Emerald Group Publishing. It highlighted the challenges, issues, themes and lessons learned in the 40 years of EFMD’s existence.

To finish, I want to thank all of the membership for your continued support. I hope that together with the dedicated EFMD team, we can continue to enhance the standing of the network and management education worldwide.

Eric Cornuel
Director General & CEO, EFMD
2013 Highlights

**EFMD 40th Anniversary book**
*Promises Fulfilled and Unfulfilled in Management Education: Reflections on the Role, Impact and Future of Management Education* was published as a major part of the celebrations of EFMD’s 40th anniversary.

**EQUIS Introduces Special Re-accreditation Process**
EFMD successfully developed and piloted this new process for schools that have been EQUIS accredited for three consecutive periods of five years.

**EFMD Awards CLIP Re-accreditation to GasNatural, Grupo Santander and MLP**
GasNatural Fenosa, Grupo Santander and MLP Finanzdienstleistungen AG received CLIP re-accreditation.

**EFMD/ Henry Mintzberg workshop in Brussels**
EFMD hosted a special workshop with Henry Mintzberg on the theme “Developing Practicing Managers and their Organisations”.

**FORGEC Project Launched**
EFMD began its activities to consolidate and strengthen Cuban managerial capabilities.

**EFMD Sharing Best Practice CLIP Masterclass and Award Ceremony**
This very successful event in Shanghai focused on “Learning as a Strategic Partner to Support Business Growth”.

**FORGEC Project Launched**
EFMD began its activities to consolidate and strengthen Cuban managerial capabilities.
**EPAS Accreditations Awarded in New Countries**
EFMD awarded EPAS accreditations for the first time to institutions in Saudi Arabia and the Netherlands.

**Five New Schools earn EQUIS Accreditation**
The Desautels Faculty of Management, McGill University, Canada, School of Business, Hong Kong Baptist University, China, School of Economics and Management, Tongji University, China, School of Management, Xiamen University, China and University of Exeter Business School, UK, acquired EQUIS accreditation.

**EFMD First Conference on Career Services**
This successful event focused on “Developing a Successful Career Services Strategy”.

**EFMD, Babson and Robins School of Business Launched Vision 2020 Video Contest for Undergraduate Students**
The South Korean winning team was invited to attend the EFMD Annual Undergraduate Conference at the St. Petersburg Graduate School of Management, St. Petersburg, Russia, to share their ideas with a network of undergraduate programme directors.

**EFMD links with European Centre for the Strategic Management of Universities (ESMU)**
This strategic initiative to strengthen EFMD’s links with European Union institutions and leverage its positioning in the area of university management was successfully implemented.

**Strategic Learning Review – New Corporate Services Offering**
EFMD completed three pilot reviews to test the effectiveness and relevance of this tool.
The start of 2013 saw the launch of a newly integrated Quality Services (QS) Portfolio comprising the three main EFMD accreditation and development systems – EQUIS, EPAS and EDAF. Though each is a freestanding quality improvement process dealing with different aspects of a business school or other institution, they also link to a potential pathway between systems. With this structure, EFMD offers a coherent portfolio of improvement and development services open to the full quality spectrum of business schools or institutions.

On 31 January 2013, the QS Annual Meeting, as part of the EFMD Deans and Directors Conference in Istanbul, reported on the current status and the latest developments of EFMD accreditation and development systems. These included:

- Updates on the EQUIS, EPAS and EDAF processes
- The Quality Services Portfolio approach
- The introduction of Special Re-accreditation for EQUIS schools
- Ethics, Responsibility and Sustainability
- Finance and Risk Management

Continuing challenges of managing diversity in accreditation with respect to research, internationalisation, and qualitative versus quantitative standards were also debated.

During 2013, the QS Team organised a range of events to inform business schools and other stakeholders on EQUIS, EPAS and EDAF:

- Two-day EQUIS/EPAS Accreditation Seminars focusing on in-depth understanding of the processes, criteria and schools’ expectations
  - Brussels, 12–13 February
  - Hong Kong, 4–5 July in collaboration with the EFMD Asia Office and hosted by the Faculty of Business at The Hong Kong Polytechnic University
  - London, 1–2 October, hosted by Cass Business School
- Quality Services Information Sessions
  - Santiago de Chile, 25 April
  - Cape Town, 2 August
  - Almaty, 1 November
  - Moscow, 14 December
- A one-day Quality Services Seminar on 14 April before the 2013 EFMD MENA conference in Abu Dhabi; a half-day seminar in Dakar on 15 November following the 2013 EFMD Africa Conference.

The annual joint EQUIS and EPAS Committee meeting held in Brussels on 10 October focused on a Development Strategy and Marketing of the QS Portfolio. Working groups discussed the proposed approach and provided the QS Directorate with numerous recommendations.

More than 350 participants attended Quality Services events in 2013.
The EQUIS Team developed and piloted the Special Re-accreditation (SR) process for schools that have been EQUIS-accredited for three consecutive periods of five years. SR focuses on the strategic development of schools and is a less exhaustive and resource-consuming process for leading schools with proven quality over 15 years. It balances this less intensive approach with the need to ensure continuing high quality. Re-accreditation is not only about assuring quality but also assessing continuous improvement.

The objectives of this new process are to:

- evaluate essential quality aspects
- analyse progress on development objectives
- add value in a more focused but less onerous way
- provide challenges for continued improvement
- contribute learning to the community by sharing best practices

SR involves a smaller Peer Review Team, a shorter Peer Review Visit, and a more concise Self-Assessment Report. It leads to one of two recommendations: re-accreditation for five years or a temporary extension of the current accreditation for one year within which the school must undergo a regular full review process. The next re-accreditation will be a regular full review.

The initial feedback from eight pilot schools was positive. A preparatory telephone call between the reviewers to agree on the focus of the Peer Review Visit and an initial meeting with the Dean of the School were seen as very beneficial aspects of this process. The need to have highly qualified and experienced reviewers able to contribute to the strategic challenges of the schools was also acknowledged as very important.

The 2013 edition of the EQUIS documents broadly recognised the role of business schools as “globally responsible citizens” and as advocates of ethical and sustainable behaviour in business and society. “Ethics, Responsibility and Sustainability” (ERS) have been added to the EQUIS system. These aspects are now covered throughout the EQUIS Standards and Criteria with a dedicated chapter (replacing the chapter on “Contributions to the Community”) and new sections in other chapters.

ERS is therefore positioned in the same way as “Internationalisation” and “Corporate Connections”, reflecting EFMD’s belief that it is relevant to every aspect of business school management and operations.

EQUIS organised 46 Peer Review Visits between January and December 2013, including eight Special Re-accreditation visits.

EQUIS Committee meetings on 5 March, 28 May and 12 November declared 11 schools eligible to enter the EQUIS process. The new schools are from Chile, China, France, Germany, Italy, the Netherlands, Spain, Sweden and the United Kingdom.

EQUIS Awarding Body (AB) meetings on 12 March, 11 June and 17 September granted initial accreditation to five new schools:

- Desautels Faculty of Management, McGill University, Canada
- School of Business, Hong Kong Baptist University, China
- School of Economics and Management, Tongji University, China
- School of Management, Xiamen University, China
- University of Exeter Business School, UK

The AB also granted re-accreditation to 30 other schools in 2013 but concluded that the accreditation of two schools could not be renewed. As of 31 December 2013, 144 schools in 39 countries were EQUIS accredited.

An annual EQUIS Committee meeting took place on 10 October, following a joint session with the EPAS Committee members.

The agenda covered the following items:

- Initial feedback and proposals on Special Re-accreditation
- Developing a multi-campus strategy
- Revision of the policy on major restructuring
- Training of Peer Review Team members and chairs

“…we want to build on these strengths to become a top-10 business school in the world by 2020. The strategic review process required by EQUIS has helped our Faculty solidify the objectives and strategies that will help us get there.”

Peter Todd, Dean, Desautels Faculty of Management, Canada
The EPAS Team organised 25 Peer Review Visits between January and December 2013. A total of 31 programmes were reviewed, of which 15 were new programmes.

The EPAS Committee considered new applications on 15 January, 14 May and 29 October. Sixteen programmes from 12 institutions were declared eligible. During a meeting in Brussels on 10 October, the Committee discussed general developments in EPAS and QS and possible changes to the EPAS documents and process to be included in the next annual revision. In particular, the Committee discussed the incorporation of Ethics, Responsibility and Sustainability (ERS) issues into the EPAS assessment and the possibility of including an EQUIS gap analysis during an EPAS Peer Review Visit.

The members of the EPAS Committee and the EPAS Accreditation Board (AB) also met in a joint session in Brussels for the first time on 11 October. Members of the two bodies received an update on the on-going discussions at EFMD regarding the promotion of the QS Portfolio and in particular how to improve the marketing of EPAS. They also discussed, among other topics, the need for training EPAS reviewers and the role and assessment of research within the EPAS framework.

The EPAS Accreditation Board met on 14 February, 15 May and 11 October and granted accreditation to nine new programmes from seven institutions.

The Executive Master of Business Administration of the Faculty of Economics and Administration, King Abdulaziz University, was the first programme in Saudi Arabia to receive EPAS accreditation.

On 6–7 June, the EPAS Team successfully launched a new EPAS Advanced Accreditation Seminar designed to provide in-depth guidance on how to complete the different stages of the EPAS accreditation process. Participants gained detailed understanding of how to compile a Datasheet and a self-assessment report, how to organise an effective peer review visit and how to manage the post-accreditation phase, including the writing of progress reports. The seminar had a maximum of 20 participants to allow for interactive exchanges and extensive group work. Feedback on this new offering was extremely positive and it will be repeated in 2014.

On 6–7 June, the EPAS Team successfully launched a new EPAS Advanced Accreditation Seminar designed to provide in-depth guidance on how to complete the different stages of the EPAS accreditation process. Participants gained detailed understanding of how to compile a Datasheet and a self-assessment report, how to organise an effective peer review visit and how to manage the post-accreditation phase, including the writing of progress reports. The seminar had a maximum of 20 participants to allow for interactive exchanges and extensive group work. Feedback on this new offering was extremely positive and it will be repeated in 2014.

The BSc in Business Administration and the MSc in Business Administration of the School of Management and Governance, University of Twente, were the first programmes in the Netherlands to receive EPAS accreditation.

In addition, this was the first time that a joint programme accreditation review with the Accreditation Organisation of the Netherlands and Flanders (NVAO) was carried out. The feedback on both sides was very positive and in the future, more joint accreditations with NVAO may be conducted (and also, potentially, with other national accreditation agencies) as the EPAS system develops.

At the end of 2013, there were 81 programmes from 61 institutions in 27 countries accredited by EPAS.

School of Management and Governance, University of Twente, The Netherlands
BSc in Business Administration
MSc in Business Administration

Faculty of Economics and Administration, King Abdulaziz University, Saudi Arabia
Executive Master of Business Administration

Nottingham Business School, Nottingham Trent University, United Kingdom
BA (Hons) International Business

Faculty of Business and Law, Deakin University, Australia
Master of Business Administration
Bachelor of Commerce

HEC Management School, University of Liege, Belgium
Master in Business Engineering

ICHEC Brussels Management School, Belgium
Master in Business Management

Faculty of Business Studies, University of Vaasa, Finland
Master’s Degree in Finance

“...The process of EPAS accreditation has been extremely valuable to the School and we are delighted to have achieved the 5 year accreditation which provides an excellent platform for us to build upon.”

Baback Yazdani, Dean, Nottingham Business School, United Kingdom
The EDAF Committee met on 12 February and 9 October. During 2013, the Committee declared one school from Ukraine eligible to enter the EDAF process.

As planned, the pilot phase of EDAF ended in 2013 with six institutions in the pipeline. Interestingly, these institutions are based in different regions (Africa, Asia, Europe, Middle East and Latin America) and aim to achieve diverse goals through the EDAF mentoring programme (either general improvement or pursuing an EPAS or EQUIS accreditation).

The first school to be evaluated within the framework of the EDAF process began the mentoring stage in January 2013. Three other schools hosted Peer Advisory Visits in 2013 and should begin the mentoring phase during 2014. The other two schools will host visits in 2014.

There has been considerable learning from the evaluation visits of the first four EDAF pilot schools in 2012/13. As a consequence, the EDAF documentation will undergo significant revisions in 2014. Importantly, there will be a major change in the EDAF system to decouple mentoring from evaluation and make it optional.

The promotion of EDAF continued in 2013 through presentations at EFMD events (such as conferences and accreditation seminars) and at events hosted by other networks and partners. Quality Services information sessions that included an introduction to EDAF took place in Abu Dhabi (attached to the EFMD MENA Conference) and Chile in April, in South Africa in August, in Kazakhstan and Senegal (attached to the EFMD Africa Conference) in November and in Moscow in December. In addition, a session on EDAF was included in all EPAS and EQUIS accreditation seminars held in 2013 (in Brussels, Hong Kong and London).

The Master of Business Education of Amity University Online was awarded CEL accreditation. It is the first institution in India with a CEL-accredited programme and the second in the Asia region after GlobalNxt University in Malaysia.

The Global Management Challenge programme of SDG – Simuladores e Modelos de Gestão SA was awarded CEL re-accreditation.

In total, there are currently 12 programmes from 11 institutions accredited by CEL. The number of CEL accreditations has remained constant over several years but there has been renewed interest in CEL recently with two other institutions with four programmes currently going through CEL accreditation or re-accreditation.
2013 proved to be a very active year in the corporate sector, including CLIP-related activities, a successful Special Interest Group (SIG), the first pilots of the new Strategic Learning Review, a Global Focus supplement, and bridging initiatives such as the Excellence in Practice Award and EFMD’s collaboration in a major Executive Development conference. Despite the difficult economic conditions, EFMD Corporate Services had excellent participation by its members at the various events and was able to keep total membership at a stable level.

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

Core CLIP Community – extended CLIP Steering Committee
In 2013, Société Générale and Solvay Group joined the CLIP Steering Committee.

CLIP Accreditations and Re-accreditations
Three companies were granted CLIP re-accreditation: MLP Finanzdienstleistungen AG, GasNatural Fenosa and Grupo Santander.

CLIP Steering Committee meeting, 14 March
Hosted by SwissRe, Munich, Germany.
Roundtable session on “Informal and Social Learning through the 70:20:10 Lens: What is the Role for the Corporate Learning Function?”
This roundtable was facilitated by Charles Jennings, EFMD Senior Advisor, former Chief Learning Officer (CLO) at Thomson Reuters and Founding Director of The 70:20:10 Forum.

Sharing Best Practice CLIP Workshop, 15 March
Hosted by SwissRe, Munich, Germany.
Theme: ‘Coaching and Mentoring as Motors of Strategic Change’.
Panelists included CLOs from Allianz, BASF, Estilor International and SwissRe.

Marketing and Positioning Corporate Universities
A Task Force explored the question of how to enhance a Learning Organisation’s recognition, both internally and as a part of a company’s employer brand. Special attention was given to the way CLIP accreditation can contribute to achieving this goal.

Participating companies included BBVA, Grupo Santander and UniCredit. This Task Force was led by Siegfried Hoenle, EFMD Senior Advisor, former CLO of Credit Suisse. The report of this Task Force was submitted to the Steering Committee during the meeting in Madrid in October 2013.

CLIP Steering Committee meeting, 24 October
Hosted by BBVA, Madrid, Spain.
Round-table session on “CLIP as an Asset for Internal and External Branding”.
Siegfried Hoenle, EFMD Senior Advisor, former CLO of Credit Suisse, and Almudena Rodriguez Tarodo, Corporate Vice President, Head of Corporate Marketing HR Unit, Grupo Santander, ran the session. The content was largely inspired by the results of the Task Force on the same topic.

Sharing Best Practice CLIP workshop, 25 October
Hosted by BBVA, Madrid, Spain.
Theme: ‘Branding as a Key to Integration in Rolling Out Global Learning Initiatives’.
The session included a keynote speech from Diego Sanchez de Leon, Human Capital Lead, Accenture, in addition to company-specific inputs from Accenture, ArcelorMittal, CapGemini and Grupo Santander.

CLIP Standards and Criteria Revision
In order to maintain the relevance of the CLIP Standards and Criteria, a Task Force worked on the revision of the existing documents. Participating CLOs included ArcelorMittal, EDF, PSA and UniCredit.

Sharing Best Practice CLIP Masterclass and CLIP Award Ceremony – Asia
In order to support EFMD Corporate Service members in their increasing activities in emerging markets and in line with EFMD’s international expansion strategy, a pilot, Sharing Best Practice
Three pilot reviews were organised in 2013 at Baloise, Switzerland, Safran, France and TCL Academy of Leadership Development (TCL), China. The Strategic Learning Review (SLR) will be formally launched in 2014.

Companies at EFMD Executive Development Conference

The EFMD Executive Development Conference hosted by IFL Stockholm School of Economics, Sweden, on 9–11 October explored the changing and evolving models of partnership between learning and development providers and companies. Thirty per cent of the participants were from companies and about 10% from alternative providers (Executive Development centres and consultants). The strong involvement of corporations in the conference and the open discussion format were very well received by participants. Winning EFMD Excellence in Practice Award (EiP) cases were also presented during the conference. Further details on EiP can be found on page 16.

Events

The Corporate Services Unit represented EFMD at the following events:

- EMEA HR Directors Summit, 14–15 May, Barcelona, Spain
- Drucker Forum, 14–15 November, Vienna, Austria

“We used the EFMD Strategic Learning Review to get an outside feedback on where we are standing in our pursuit to build up a state-of-the-art L&D organisation.”

Achim Wolter, Head of People and Organisational Development, Baloise Campus, Switzerland
Network Services

Business School Services

Introduction

EFMD pursued its global strategy throughout 2013 and the Business School Services Unit organised numerous events worldwide. These took EFMD a step further towards member schools situated outside Europe and included events such as the Conference for International, External and Corporate Relations, PR Marketing, Communication and Alumni Professionals in Hong Kong, a record-breaking attendance at the EFMD Conference for Deans and Directors General in Istanbul, the EFMD MENA Conference in Abu Dhabi and the EFMD Africa Conference in Senegal.

The feedback from the 2013 membership survey again confirmed the relevance of the different activities organised by EFMD for business school representatives across all levels and areas of expertise. Members highly value these events, which offer opportunities to exchange best practices, experiences and networking with peers.

Following suggestions from the membership, EFMD launched a new yearly event aimed at career services professionals. This was very successful, attracting 91 participants for its first edition in November 2013. As in the past, the Annual Conference and the Conference for Deans and Directors General were the best-attended events. The Case Writing Competition achieved a record with 258 submissions across 15 categories.

The steering committees, whose job it is to design the programmes for business school services events, are composed of volunteers from member schools around the globe. They did excellent work again in 2013, reflecting key challenges and trends in the different networks. Among the most discussed topics were the rise of MOOCs and its implications for the management education sector.

EFMD’s involvement in The European Quality Link (EQUAL) continued during 2013. Apart from the overall coordination of this network of networks, EFMD representatives actively contributed to the revision of the EQUAL MBA Guidelines.

Events

International Deans’ Programme (IDP) in partnership with the Association of Business Schools (ABS)
Module 3: 17–18 September, Germany. Hosted by University of Mannheim Business School and EBS Business School.

2013 EFMD Conference for Deans and Directors General


The new EFMD Career Services Conference was very successful, attracting 91 participants for its first edition.
2013 EFMD Conference for International, External and Corporate Relations, Marketing, PR, Communication and Alumni Professionals, 14–15 March. Hosted by Hong Kong Baptist University, Hong Kong, China. Theme – “Bridging the Gap – Awareness and Collaboration between Europe and Asia”.

2013 EFMD MBA Conference, 17–19 March. Hosted by IMD, Lausanne, Switzerland. Theme – “Leading the MBA – The Good, the Bad and the Ugly”.


2013 EFMD Conference in the MENA Region, 14–16 April. Hosted by Abu Dhabi University, Abu Dhabi, United Arab Emirates. Theme – “Business Schools in the MENA Region: Empowering the Next Generation of Leaders”.


2013 EFMD Doctoral Programmes Conference, 19–21 June. Hosted by University of Ljubljana Faculty of Economics, Ljubljana, Slovenia. Theme: “The Strategic Role of Doctoral Programmes”.

2013 EFMD Conference on Undergraduate Management Education 30 September – 2 October. Hosted by the Graduate School of Management, St. Petersburg University, St. Petersburg, Russia. Theme – “Vision 2020: The Undergraduate Management Programme of the Future”.


2013 EFMD Conference on Master Programmes, 2–4 December. Hosted by WHU – Otto Beisheim School of Management, Düsseldorf, Germany. Theme – “Master Programmes: Challenges and Solutions”.

2013 EFMD Conference for International, External and Corporate Relations, Marketing, PR, Communication and Alumni Professionals, 14–15 March. Hosted by Hong Kong Baptist University, Hong Kong, China. Theme – “Bridging the Gap – Awareness and Collaboration between Europe and Asia”.

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2013 EFMD Conference on Master Programmes, 2–4 December. Hosted by WHU – Otto Beisheim School of Management, Düsseldorf, Germany. Theme – “Master Programmes: Challenges and Solutions”.
Network Services

Advisory Services

EFMD Advisory Services consist of 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. A key component of the seminar design is the opportunity for participants to network and share ideas and best practices.

The following Advisory Seminars were held in 2013:

16 May
Developing Practising Managers and their Organisations
EFMD workshop organised in partnership with Henry Mintzberg and the International Masters in Practising Management (IMPIM)

8 October
Digital Business School: Marketing and Communication

12 December
Effective Marketing and Sales in Business Schools

On 16 May, EFMD organised a workshop with Henry Mintzberg and the International Masters in Practising Management (IMPIM) on the theme “Developing Practising Managers and their Organisations”, which attracted some 50 participants. The group was very well balanced between academic and corporate representatives.

The EFMD Advisory Seminar on Digital Business School: Marketing and Communication took place on 8 October and was led by Andrew Crisp, Director of CarringtonCrisp Ltd.

The last EFMD Advisory Seminar for 2013 took place on 12 December on the theme “Effective Marketing and Sales in Business Schools” and was led by Chris Greensted, Senior Advisor, Quality Services, EFMD.
Events

2nd Higher Education Research Conference 2013
The Research and Surveys Unit (RSU) organised the 2nd “EFMD Higher Education Research Conference”, which was held on 23–24 May at the Paris-Dauphine University in Paris, France. Twenty submissions were competitively selected for presentation from the total number received.

The main theme of the conference was “Purpose, Performance and Impact of Higher Education Institutions (HEIs) and Business Schools” with the following specific topic areas: Impact of HEIs and business schools; Mergers and strategic alliances of HEIs and business schools; Measurement and determinants of performance of HEIs and business schools.

EFMD Steering Committee Research
RSU coordinates the activities of the Steering Committee, which convened once in May 2013. The meeting was designed as a discussion forum for ongoing and future RSU project activities.

EFMD Research Symposium
Following discussion during the Research Steering Committee meeting, RSU organised a Research Symposium, “The Competition Fetish in Universities and Business Schools” on 23–24 September in Bath, United Kingdom.

Projects

Deans Barometer and Risk Management of Business Schools
The data gathered in the December 2012 survey led to the publication of a research report describing trends and developments in business schools for the most popular programmes (pre-experience bachelors and masters, MBA, open and company-specific executive education) and also practices in the most volatile areas for business schools’ operations.

Women in European Business Schools
A consortium of EFMD, EQUAL, GMAC and 12 deans or associate deans of European business schools backed the launch of a research project on the role and advancement of women in European business schools. Meetings with members of the Steering Committee took place on 7 October and on 15 November with an established research team. Future steps will be the negotiation of a research plan and contract with the researchers.

EFMD-GMAC Cooperation with Corporate Recruiters Survey
The collaboration between EFMD and GMAC will continue for the 2014 Corporate Recruiters Survey and will be strengthened through an intellectual partnership and co-promotion of the survey.
Outstanding Doctoral Research Awards

The Annual EFMD/Emerald Outstanding Doctoral Research Awards were once again a great success and the winners were announced in February. The Awards are made in 12 management-related subject areas – each sponsored by a leading journal from the Emerald portfolio. The number and quality of entries has consistently improved. In 2013, EFMD and Emerald received a record 525 entries from 78 countries.

Excellence in Practice Award

The Excellence in Practice Award (EiP) attracted 30 entries in April 2013 coming from prestigious organisations, including Atos, Danone, EDF, HEC Paris, London Business School and Stockholm School of Economics IFL Executive Education.

The 2013 winners presented their cases during the EFMD Executive Development Conference hosted by IFL Stockholm School of Economics, Sweden, on 9-11 October. The winning cases were featured in a Global Focus special issue as well as through four webinars, offering the network the exceptional opportunity to reflect on the process, impact and value of L&D interventions.

The EFMD Executive Development Conference and the EiP Awards remain an exceptional opportunity to enhance the bridge between business schools, executive development centres, consultants and companies.
EFMD Case Writing Competition

The winners of the 2012 edition of the regular categories were announced in February and the “Best of the Best” winner was announced at the end of April. The Awards Ceremony took place during the EFMD Annual Conference on 10 June. For the 2013 edition, EFMD once again received a record number of submissions – 258 cases. This edition included some changes: the elimination of the distinction between European and Special Categories and the inclusion of a new category, “Bringing Technology to the Market” sponsored by ESMT.

EFMD and Emerald MENA Award

EFMD and Emerald organised a second 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 runs annually and the Award Ceremony takes place during the EFMD MENA conference.

“...this prestigious EFMD award offered great encouragement to the Danone L&D team to continue to explore new horizons in learning & leadership development…”

Thierry Bonetto, Group Learning & Development Director, Danone EiP 2013 winner

“...this is wonderful news! I can’t even express how much this means to me. Thank you EFMD and Emerald for organising this award and for the opportunity to show my work.”

Juliana Bonomi Santos, Hon. Researcher, Department of Management Science, Lancaster University Management School, Outstanding Doctoral Research Award winner
Development Services
EU Cooperation

Introduction
EFMD’s main objective in the field of European Union affairs is to position management as a key capability to achieve long-term European growth and prosperity. Management capabilities include skills and competencies for business administration, leadership, entrepreneurship and innovation. Management is not just business management – it is rather a social function, relevant for all key organisations in society such as public sector institutions, health care institutions, educational organisations and so on. Hence management is a key factor in making society work. Policy makers do not yet fully understand this and much of the EFMD focus centres on this key point. Policy makers see economics and related policies as their key tool for influencing economic development of states – however, lack of proper management capabilities could thwart the successful deployment of policy programmes.

Policy makers need to create a policy framework for innovation, entrepreneurship and the development of management capacity, including management research and education. Business schools need to provide practice-oriented education and ensure relevant research that addresses key economic and social issues and guides policy makers to where changes and adaptations are required. EFMD is facilitating this dialogue between the European Commission and business schools.

European Research Council
As a consequence of the European Affairs Unit initiative started in 2012 to include management researchers in key evaluation panels of the European Research Council (ERC), Alan Irwin, Dean of Research at Copenhagen Business School, was invited by the then president of the ERC, Helga Nowotny, to join the Social Sciences and Humanities (SSH) panel.

EU Conference on e-Leadership Skills
On 5 February, EFMD by representation of Richard Straub, EFMD Director of Corporate Services and EU Cooperation, chaired a panel on e-Leadership Skills, hosted by INSEAD and funded by the European Commission. The panel’s focus was on better alignment of curricula to practical requirements and on synergy between education institutions and the corporate world. Part of the conclusions was that sound management education must also be included in engineering and/or scientific education.
High Level Stakeholder Workshop “Management Matters” on 23 April

The main focus during 2013 was the shaping and preparation of a High Level Workshop “Management Matters”. Keynote addresses were provided by Alexander von Gabain, the Chair of the European Institute of Innovation & Technology (EIT) Governing Body, Arnaldo Abruzzini, Secretary General of Eurochambres, and Constantijn van Oranje-Nassau, Head of Cabinet for EU Commissioner Vice-President Nelly Kroes. Rebecca Homkes, Research Director from the London School of Economics, UK, presented a longitudinal study on the impact of good management practices on productivity and regional and national prosperity.

The first part of the workshop facilitated by Laurent Choain, Chief HR Officer, Mazars and EFMD Board member, focused on the importance of management capacity for Europe’s future growth and prosperity. Innovation and entrepreneurship came out as key elements to be supported by policy makers.

The second panel of the workshop (facilitated by Annette Nijs, Executive Director of CEIBS Global Initiative and member of the EFMD EU Steering Committee) focused on the recommendation to be emphasized in the call to action. The call to action will be provided to key European Institutions and specific action programmes will be set up with key stakeholders – such as Eurochambres, Business Europe, European Institute for Innovation and Technology and the European Research Council.

EFMD’s role at the European Business Summit on 16 May

The summit’s theme was “Translating Skills into Employment.”

The educational system is not currently delivering the skills most needed in European industry and as a result, unemployment and a lack of skilled workers are major problems within Europe. László Andor, Employment Commissioner, and Bernadette Ségal, General Secretary, European Trade Union Confederation were part of a panel facilitated by Richard Straub, EFMD’s representative, to debate on these issues.

5 February

EFMD chaired a panel on e-leadership skills that focused on better alignment of curricula and on synergy between education institutions and the corporate world.
Development Services

EU Cooperation

ESMU – European Centre for the Strategic Management of Universities

In April 2013, the activities of ESMU were integrated into EFMD.

Over more than two decades, ESMU has built strong Europe-wide networks of senior university decision makers and experts to address issues of leadership, governance and management. As an example, the Heads of University Management and Administration Network in Europe (HUMANÉ) has grown into a powerful professional association of university directors of administration or equivalents with more than 200 members in 23 countries. ESMU has initiated and supported many collaborative university benchmarking exercises and delivered a whole range of senior leadership programmes for university leaders and managers.

One of the most successful is the annual ESMU-HUMANÉ European Winter School for senior university administrators. The School has been running since 2003, contributing to awareness-raising on EU policy developments and on the wide range of opportunities offered in the European context. The Winter School has helped significant career advancement in the sector, with many alumni being promoted to the position of director of administration in European universities.

ESMU provided technical assistance to the European Commission for the management of its major education and training programmes from 1987 to 2005 (COMETT, SOCRATES and LEONARDO programmes).

ESMU has been involved in numerous projects focusing on EU policy and programmes, working closely with the European Commission, UNESCO and the OECD.

Leadership programmes – Connecting European university leaders and managers

European Winter School for University and Business Schools’ Senior Administrators

With the Winter School now open to EFMD member business schools, a record number of applications was received in 2013. The School focuses on the new challenges for higher education institutions in the ever-changing global environment, the need to adopt modern human resource policies, dynamic financial strategies and strong communication. It has a special session on institutional governance and on leadership.

Linked to the Winter School is a powerful network of more than 300 alumni, all in senior administrative positions in European higher education institutions.

NICHE: Strengthening Leadership and Strategic Management in Higher Education in Ethiopia

The NICHE project is a multi-annual capacity-building programme geared towards strengthening the higher education sector in Ethiopia. It is funded by the Netherlands Organisation for International Cooperation in Higher Education (NUFFIC). Through the Higher Education Strategy Centre (HESC) in Addis Ababa, 13 new public universities are being provided with a significant training programme by an international consortium. The main purpose is to enhance the capacity of senior administrators to address current trends and changes in higher education worldwide and to explore the relevance of these trends in the Ethiopian context.
In 2013, EFMD delivered two one-week training programmes in Ethiopia, one on human resource management (13–17 May) and the other on governance, leadership and management (25–29 November).

Leadership Programme for the Senior Leadership of the Lobachevsky State University of Nizhni Novgorod (Russia)

The Leadership programme, organised on 3–5 June at EFMD, was the last in a series of four programmes commissioned to ESMU in 2010 by the Lobachevsky State University of Nizhni Novgorod (UNN). It focused on new educational developments and on research and innovation.

Studies and Reports

Multi-annual Framework Contracts for Services to the EU

In 2013, ESMU multi-annual framework contracts for services to the European Commission in all areas of education and training (schools, universities, lifelong learning and adult education) were integrated into EFMD. EFMD became a core partner in three consortia with consultancy companies (Ecorys, IDEA Consulting, Horvath and Partners, Deloitte Consulting), a research centre (CHEPS, Centre for Higher Education Policy Studies, University of Twente) and the important foundation, Bertelsmann Stiftung.

Under these framework contracts, the Commission makes regular requests for services under a restrictive competitive bidding process. Services include studies, comparative analyses, policy reviews and analysis of policy instruments related to EU internal and external policies in education and training.

Pilot Quality Review System of Current Erasmus Mundus Master Courses

From June 2013 to July 2014, EFMD will be working in close partnership with Ecorys UK (lead partner) to assist the Executive Agency for Education and Culture (EACEA) of DG EAC (Education and Culture) of the European Commission with the development of a pilot Quality Review (QR) system of current Erasmus Mundus Master Courses (EMMCs).

The QR system will serve to assess whether on-going and newly selected master courses should be provided with continued funding support in the future. The purpose of the assignment is to develop an appropriate methodology to underpin the QR system and to test it on up to 50 EMMCs.

Ecorys UK and EFMD contribute to the design of the QR tools, have mobilised a pool of QR experts and provide the logistical support to run the QR exercise.

The development of the tool follows earlier work in the context of the Erasmus Mundus Quality Assurance project with the production of structured indicators and an exploratory self-assessment tool for Erasmus Mundus master courses and doctorates.

Study on the Educational Activities of the KICs in the EIT

Ecorys UK and EFMD carried out (April to December 2013) a study on the educational activities of the Knowledge and Innovation Communities (KICs) of the European Institute of Innovation and Technology (EIT). EIT is promoting and integrating higher education, research and innovation to reinforce the innovation capacity of Member States and the EU. KICs have established structures and activity portfolios in line with the overall objectives of EIT.

The focus of the study was to review the integrated higher-education offerings of the three KICs appointed in 2009: Climate-KIC, EIT ICT Labs; and KIC InnoEnergy. It assessed the extent to which the integrated EIT/KICs model offered an innovative approach to educational activities with the other two dimensions of the knowledge triangle (research and innovation).

The conference “Transforming European Higher Education for Innovation and Growth – The Educational Activities of the EIT KICs” was organised at Vilnius University on 21–22 November. As a closed event restricted to the three KICs, the conference was attended by almost 100 participants from the KIC education teams, KIC students, the Deputy Director General of DG EAC and members of the EIT Governing Board. Its purpose was to test the study findings against the students’ actual experiences, to look at how KIC education could be further developed and to provide key learning lessons for the next generation of KICs.

A final report was delivered to the EU with evidence-based conclusions and recommendations concerning the future scope and nature of EIT/KIC educational activities.
Development Services
Responsible Management Education

Globally Responsible Leadership Initiative (GRLI)
The GRLI partnership of companies and business schools engaged in the development of responsible leadership was established by EFMD in collaboration with the United Nations Global Compact (UNGC) in 2004. During 2013, it expanded from 44 to 50 organisations. Its work was further boosted by EFMD joining with the Association to Advance Collegiate Schools of Business (AACSB International) to become long-term strategic partners in the GRLI. As a result, EFMD has an increased presence on the GRLI Foundation board and is now playing a more active role in its governance.

The 50+20 Agenda
Transforming Management Education
Interest in the 50+20 Agenda continues to grow across the world following its launch at Rio+20 in 2012. Key projects initiated during 2013 were:

The book 50+20: Management Education for the World was published in June. It has been well received internationally and recognised by leading members of the business sector as a game-changer.

Innovation Cohort
A global peer-based laboratory, enabling management educators, leadership developers and organisational leaders to innovate and transform their own organisations and offerings around the key roles articulated in the 50+20 vision was conceived and implemented during the year. The pioneer group, which now comprises 16 organisations, held its first meeting in St. Gallen, Switzerland, in October following a pilot group meeting in May.

Global Doctoral Alliance
A pilot group of business schools met on 19–20 March at EFMD headquarters in Brussels to explore the potential for the development of doctoral programmes around the 50+20 Agenda. Initial ideas to develop a strong integrated global approach evolved to more informal networking among participants in light of the challenges of differing contexts for doctoral development.

Cape Wine Industry Community of Responsible Action (CORA)
During 2013, an important development in the South African wine industry brought together major actors in a joint process to address issues about the future of the industry. It was highly successful and greeted by all participants as an important breakthrough in setting the agenda for a more sustainable wine industry in the region. It confirmed that the technology developed in the 50+20 project has broad application in business and society to address complex challenges.

General Assembly
The GRLI’s 14th General Assembly was hosted by ESSEC Business School in Paris on 5–8 June. It was attended by over 110 participants including 20 GRLI Ambassadors representing the next generation – the highest number for any General Assembly. The strong programme, blending project work and keynote speakers, was well received.
International Outreach

Advocacy is a critical element in the responsible management education agenda. In 2013, contributions included an article in Global Focus on 50+20 and an interview in the Financial Times, “Sustainability moves up the Agenda at Business Schools”. GRLI also held presentations at various events around the world including the EFMD Conference for Deans and Directors General, EFMD Annual Conference, TEDx, the Environmental Association of Universities and Colleges (UK) Conference, Schumacher College, Southampton University, AACSB International Sustainability Conference, the Zermatt Summit, the UK House of Commons and several corporate events.

The GRLI CEO’s article for the Emerald Journal of Global Responsibility entitled “A New Narrative and Globally Responsible Leadership” was chosen as a Highly Commended Award Winner at the Literati Network Awards for Excellence 2013. The awards are given by journal editors for outstanding articles.

For the fourth consecutive year, GRLI in collaboration with IESEG School of Management offered a scholarship programme for the IESEG Postgraduate International Summer Academy 2013. The GRLI Ambassadors Scholarship provides an opportunity for students with limited background, education and training experiences in the management arena to develop new learning frameworks. Four Students received scholarships.

A Global CSR Literacy Test for Higher Education

Following pilot work in France led by KEDGE Business School, GRLI continued to support the development of a global competency test, an idea backed by a number of UN bodies and a result of the Rio Declaration on Higher Education. GRLI arranged for a number of regional organisations to host the test and further action is being explored including hosting the global steering body for this initiative.

Publications

The 8th and 9th editions of the magazine Global Responsibility were published in January and September respectively, focusing on 50+20. Management Education for the World and Management Education Standing at a Crossroads.

GOLDEN for Sustainability

During the year, GRLI continued to support the “big science” initiative GOLDEN. A meeting was co-hosted in Paris with ESSEC Business School during the GRLI 14th General Assembly on 5–8 June and during this meeting, GRLI signed a contract with the ENEL Foundation in which GOLDEN will deliver a €200,000 two-year research project.

The first two editions of Reflections, an occasional thought leadership series, were published in January and featured articles by Henri-Claude de Bettignies on “Developing Responsible Leaders: Who is Responsible?” and Wilfried van Honacker titled, “Reflections on Business School Education in our Evolving World”.


The GRLI Ambassadors Scholarship programme continued for the fourth consecutive year in collaboration with IESEG School of Management for the IESEG Postgraduate International Summer Academy 2013.
The Principles for Responsible Management Education (PRME) is a United Nations Global Compact sponsored initiative with the mission to inspire and champion responsible management education, research and thought leadership globally. Higher education institutions become signatory to the Six Principles of PRME, which are inspired by internationally accepted values. They seek to establish a process of continuous improvement among institutions of management education in order to develop a new generation of business leaders capable of managing the complex challenges faced by business and society in the 21st century.

A PRME Steering Committee meeting took place on 25 September, prior to the 2013 PRME Summit – 5th Annual Assembly that was coordinated by CEEMAN and IEDC – Bled School of Management, Bled, Slovenia, on 25–27 September.

The main achievements for PRME in 2013 included:

- Establishing regional PRME Chapters in Brazil, Latin American and the Caribbean (LAC), and the UK & Ireland, and supporting emerging PRME Chapters in Australia/New Zealand, the German-speaking countries of Europe (DACH), and the Middle East & North Africa (MENA), Nordic, and Southeast Asia + regions.
- Launching the PRME Champions leadership group of 32 signatories at the Global Compact Leaders Summit on 19 September in New York.

The PRME Champions leadership group was launched at the Global Compact Leaders Summit on 19 September

To date PRME encompasses over 535 signatory institutions from 80 countries. The following organisations, comprised of global and specialised associations, currently form the PRME Steering Committee:

- Association of African Business Schools (AABSS)
- Association of Asia-Pacific Business Schools (AAPBS)
- Association of MBA’s (AMBA)
- Central and East European Management Development Association (CEEMAN)
- European Foundation for Management Development (EFMD)
- Globally Responsible Leadership Initiative (GRLI)
- Graduate Management Admission Council (GMAC)
- Latin American Council of Management Schools (CLADEA)
- The Academy of Business in Society (ABIS)
- The Association to Advance Collegiate Schools of Business (AACSB International)
- UN Global Compact
Projects Dealing with Technology Enhanced Learning

**PROVIP: Promoting and Supporting Virtual Placements**

The EU-funded PROVIP project creates more structural links between Higher Education Institutions (HEIs) and businesses as well as a platform for facilitating and supporting virtual placements and internships. The role of EFMD is to work on accelerating the collaboration between HEIs and companies across Europe, focusing on virtual internships.

Activities organised included surveying target stakeholders and organising online platform launch events, online questionnaires, interviews and focus groups targeted at the three main stakeholders identified by PROVIP: students; HEIs; and companies and organisations. In addition, EFMD identified the relevant profiles of students, study programmes, and companies that can provide the necessary support to students.

The online platform “Pathway” (available at http://pathway.sekoialearn.com/) was presented to the consortium in September and afterwards officially launched with a series of PROVIP events held in all partner countries.

**Global Marketing Competition: 2013 edition**

EFMD and the Spanish business and marketing school ESIC, in collaboration with The Economist and Banco Santander, ran the 2013 Global Marketing Competition. This is an advanced computer simulation of a real-life business environment. Although primarily a marketing simulation, the game requires players to make decisions in all areas of managing a company from production and logistics through research, investment and finance to advertising, promotion and distribution. The competition is open to teams from across the world and participation is free to students of any EFMD-member school.

The game, which has been awarded EFMD CEL accreditation, was promoted in 2013 throughout the EFMD network. In addition, EFMD facilitated contact with student networks such as the Board of European Students of Technology (BEST) and AIESEC in order to increase the reach of the competition. The final of the 2013 Global Marketing Competition took place on 25 July in Madrid, Spain. EFMD participated in the final evaluation committee and awarded prizes to the winners.

**VISIR: Recommendations on how Information and Communications Technology (ICT) can help Lifelong Learning**

The EU-funded VISIR project gathers together seven major European networks and a research institution with the aim of developing a shared vision of how ICT may help teaching and learning.

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 teaching and 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 role is to identify innovative examples in management education and disseminate them.

In 2013, EFMD circulated the second VISIR consultation on how ICT can contribute to a set of key policy objectives and EFMD experts participated in the evaluation of the impact, innovativeness and scalability of practices identified by other partner networks. EFMD experts contributed to relevant project seminars such as the “European Forum on Learning Futures and Innovation”. EFMD organised the session “ICT-Supported Learning: What Can Business Schools Learn from School Teachers? Insights from the VISIR Project” in the framework of the European Association for International Education (EAIE) annual conference in Istanbul, Turkey.
Projects on the Modernisation of Higher Education

**QUESTE-SI: Designing and Testing a Quality Assurance System of the Sustainable Development Dimension in Engineering Education**

EFMD coordinated this EU-funded project, which ended in 2013. It developed a quality improvement system for engineering education, taking into account sustainable development.

EFMD was responsible for the overall management of the project, day-to-day coordination between partners as well as the supervision of the project’s progress and the quality of the deliverables.

EFMD was also in charge of the project’s financial and administrative reporting and maintained contact with the project officer at the Education, Audiovisual and Culture Executive Agency (EACEA).

Eleven institutions took part in the pilot phase by going through the quality improvement process, which included guidance, self-assessment and external audit. All the institutions were conferred with the QUESTE-SI award that recognised their achievements in the following four dimensions: strategy, education and curriculum, students’ involvement, as well as research and innovation.

Projects Dealing with Entrepreneurship Education

**SLIM: Stimulating Learning for Idea-to-Market**

The EU-funded SLIM project offers Croatian and other European SMEs and entrepreneurs e-learning resources to support the development of business ideas and innovation. An eCourse was developed, tested and launched based on an SME Needs Analysis, a Diagnostic Tool, and an Intellectual Property Management programme. EFMD supervises the project dissemination and the quality of the project.

Following the dissemination plan, the first project results were presented at EFMD and other events. In the framework of the quality assurance work package, EFMD developed a quality assurance plan and ensured its implementation.
Projects Dealing with Innovation

MIRRIS: Mobilising Institutional Reforms for Better Research and Innovation Systems / Institutions in Europe

MIRRIS is a three-year project funded by the EU Seventh Framework Programme. It aims at encouraging a better exploitation of European research and innovation programmes and participation in the European Research Area of 13 target countries. Europe as a whole must boost its performance in research and innovation significantly. However, there are countries lagging behind in the effectiveness of exploiting EU-funded programmes in research, development and innovation.

MIRRIS covers the following countries: Bulgaria, Croatia, Cyprus, Czech Republic, Estonia, Hungary, Latvia, Lithuania, Malta, Poland, Romania, Slovakia and Slovenia.

In order to help these countries to exploit European research and innovation programmes, MIRRIS sets up an extensive policy learning exercise to identify barriers and to find out how innovation systems can better address participation in the European Research Area. The project foresees the organisation of three rounds of policy dialogues in each country involving relevant stakeholders from three levels: decision makers; implementation institutions; and operational structures. EFMD’s role is to identify members and partners who can play a part in these policy dialogues as well as contribute to their organisation.

The project began in July 2013 and has identified stakeholders who will be invited to participate in the policy dialogues and contribute to improving the effectiveness of exploiting EU-funded programmes in their respective countries.

OI-Net: European Academic Network for Open Innovation

OI-Net is a three-year EU-funded project. This new network consists of 52 organisations from 35 European countries and is led by Lappeenranta University of Technology in Finland.

OI-Net defines a joint framework for curricula on open innovation at the European level as well as how to include open innovation in higher education governance. In addition, it examines how higher education governance can support the implementation of open innovation curricula.

OI-Net will pilot the implementation of the open innovation curricula and the Terms of Reference in at least three HEIs (within different cultural and economic environments). EFMD leads the quality assurance of the project and its results.
Projects Dealing with International Cooperation

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. This is followed by 30 weeks of business and language training in Japan or Korea and, finally, a 12-week internship in a Japanese or Korean company.

ETP is managed and financed by the European Commission and is implemented with assistance from 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 partners with Deloitte Belgium to identify EU executives and companies ready to do business with Japan or Korea who would benefit from this training opportunity.

EFMD disseminated information about the second cycle of the training programme to potential participants. The application deadline for this second cycle closed at the end of May 2013. EFMD started the dissemination of the 2014/2015 cycle, which will be the final round of the current programme.

AFREBS: African Business School Initiative
In close partnership with Tilburg University – TiasNimbas Business School, the Netherlands, and KEDGE Business School, France, EFMD launched an initiative to develop innovative cooperation in the field of management education with African and North African partners. The initiative was promoted during the Association of African Business Schools (AABS) annual conference in Casablanca, Morocco, which served as the launch of the extension of the partnership and the inclusion of AABS.

The FORGEC project was officially resumed on 14 September 2013 and aims at developing management training programmes and long-term cooperation with Cuba.

FORGEC: Strengthening Managerial Capabilities in Cuban Entities
EFMD, as the contractor of this EU-funded project, is in charge of its overall design, co-ordination and execution, and partners with ESADE Business School in Spain for the delivery of academic activities. The project aims at developing management training programmes and long-term cooperation with Cuba. After three years of negotiations, an updated work plan was agreed on and an amendment to the original contract was signed. As a result, the activities were officially resumed on 14 September 2013 and the name PROFOR was changed into FORGEC in order to better reflect the new content of the project.

While the main objective of the project stays unchanged and the specific objectives remain almost identical, the approach to reaching them differs compared with the original project. The objective of establishing long-term cooperation in the field of management education between Cuba and Europe is achieved through the establishment of a network of Euro-Cuban cabinets within several HEIs.
IRIS: Fostering academic international relations in Israeli colleges

IRIS is a three-year EU-funded project under the Trans-European Mobility University Studies (TEMPUS) programme. The project unites 18 Israeli and European partners. Israeli partners include peripherally and centrally situated academic institutions, engineering and social sciences colleges, educational training colleges and Arab colleges.

IRIS develops strategic plans for internationalisation and creates international departments in the participating colleges to encourage international activities among academic and administrative staff and students. It also aims to initiate international academic activities and create a network of Israeli and European partners. EFMD contributes to the internationalisation activities as well as to the project dissemination.

TN_EQA: Promoting Quality and Recognition of Transnational Education in Armenia and Georgia

TNE_QA is a three-year EU-funded project under the Trans-European Mobility University Studies (TEMPUS) programme. It establishes internal and external quality assurance mechanisms in line with OECD/UNESCO guidelines to further enhance quality, and promote regulation and recognition of the transnational education provided in Armenia and Georgia.
Global Focus Magazine

Three new issues of Global Focus (in English and Chinese) and two special supplements were published in 2013 to coincide with the EFMD Conference for Deans and Directors General in Istanbul, the EFMD Annual Conference in Brussels and EFMD’s Executive Development Conference in Stockholm.

Issue one highlights:

• The business of change
  Business schools must change if they are to serve their students and society well, says Garth Saloner, Dean of Stanford Graduate School of Business

• Towards a coherent portfolio of quality
  Chris Greensted explains how the three EFMD quality improvement systems (EQUIS, EPAS and EDAF) are now designed as a portfolio

• Growing talent in growth countries
  Novartis and EFMD share research and “best practice” for developing and managing talent in emerging markets

• Globalising students
  Paul Danos, Dean of Tuck School of Business at Dartmouth, describes some simple initiatives business schools can take to advance the globalisation of their students

Globalising students by Paul Danos

Globalising students, Paul Danos

The business of change
Stanford GSB’s Garth Saloner on why business schools must change if they are to serve their students and society well.
Issue two highlights:

- Challenges and opportunities in the new business education world
  Dominique Turpin, President, IMD & Nestlé Professor, analyses the issues and forces that are buffeting business schools

- Major disruption ahead!
  Ulrich Hommel and Christophe Lejeune, EFMD, discuss how technology could change the business model of business schools

- Managing complexity: an idea whose time has come
  Richard Straub, EFMD, explains why we now need to tackle the complexity of business

- Management in Africa
  How can African business schools best serve the often unique needs of African businesses and peoples?
  Moustapha Mamba Guirassy, General Manager, Institut Africain de Management, gives one example from Senegal that may serve as a guide

The first special supplement focused on "Learning Business Partners – How good are we at linking learning to business"?
The third issue of Global Focus was actually the 21st issue of the magazine and the following piece was included in the editorial –

This is the 21st issue of the magazine since it was launched in January 2007, so we can, to some extent, claim that Global Focus has “come of age”.

Global Focus was conceived as a way of improving communication between EFMD and its members. But it was always regarded as something rather more sophisticated than a simple PR tool. It was seen as a forum for lively debate and information on the major current issues of management education and a way for EFMD to formulate, consolidate and share policy on the basis of its European underpinning and its increasingly global outreach and vision.

It has played a full part in the work of EFMD, publicising and reporting on meetings and conferences and providing background briefings and interviews with key speakers as well as, for example, explaining the development of policy in key areas such as accreditation. The seven years covered by these 21 issues have, of course, been among the most volatile and disruptive in the long history of management education. And their effects have yet to become totally apparent.

Issue three highlights:

- **The future is out there**
  Andrew Crisp, Director, CarringtonCrisp Ltd., reports on a major new study that explores the future challenges facing business schools

- **Moving on from Rio**
  Last year’s Rio+20 UN summit may have been something of a disappointment but there were still some significant and positive outcomes say Anthony Buono, Professor of Management, Bentley University, Jean-Christophe Carteron, Director for Corporate Social Responsibility, KEDGE Business School and Matthew Gitsham, Principal Researcher, Ashridge

- **Employers still in love with MBAs**
  Management education is increasingly valued by companies worldwide, according to the 2013 Corporate Recruiters Survey. Christophe Lejeune and Michelle Sparkman Renz, Director, Research Communications, Graduate Management Admission Council®, report

- **The disappearing classroom**
  Michael Desiderio, Executive Director, MBA Executive Council, describes how new technology is knocking down the walls of the Executive MBA for business leaders

The second special supplement focused on the 2013 Excellence in Practice Winners.
EFMD and CarringtonCrisp

The Executive Summary of the 2013 Tomorrow’s MBA, was published in March, and in June the results of a new study See the Future – A Brave New World for Management Education was also published. The study provides an overview on the future of management education from the student and business perspective – the role it should play in society, its position in higher education, the value to the potential student, the support it can provide for business and data on key trends in the marketplace. Four key audiences (prospective students, current students, alumni and corporates) reported on five key areas:

- attitudes to business;
- the value of a business education;
- sustainability and corporate social responsibility (CSR);
- internationalisation; and
- the role of technology

Conducted by CarringtonCrisp and supported by EFMD, the findings were widely disseminated across the network.

EFMD 40th Anniversary Book

To celebrate and recognise EFMD’s 40th Anniversary, EFMD published 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. It examines management education and its future, focusing on EFMD’s contribution to management education in Europe and its influence around the world. The book’s material is drawn from a wide range of interviews with leading management educators and seriously questions whether the promise of management education has been fulfilled while also looking at triggers for changes in management education. It also introduces ideas on the future to be covered in further detail in Volume 2.
A special issue for the 2013 EFMD Annual Conference titled “Promising Directions in Management Education and New Prospects” was published in May, guest edited by Howard Thomas, Eric Cornuel and Stefano Harney.

Articles:
- Guest Editorial: Management Education: Unfulfilled Promises and New Prospects by Howard Thomas, Stefano Harney, Singapore Management University and Eric Cornuel, EFMD
- The Unfulfilled Promise of Management Education (ME): The Role, Value and Purposes of Management Education by Howard Thomas, Alexander Wilson, Singapore Management University and Lynne Thomas, Stratford-on-Avon
- The Future of Doctoral Education in Business Administration by Arnoud De Meyer, Singapore Management University
- Developing Globally Responsible Leaders in Business Schools: A Vision and Transformational Practice for the Journey Ahead by Katrin Muff, Business School Lausanne
- Towards a Liberal Management Education by Stefano Harney and Howard Thomas, Singapore Management University
- Public No More Universities: Subsidy to Self-Reliance by Gary C. Fethke, Departments of Management Sciences and Economics, University of Iowa and Andrew J. Policano, The Paul Merage School of Business, University of California
- The Emergence of Risk-Based Regulation in Higher Education: Relevance for Entrepreneurial Risk Taking by Business Schools by Ulrich Hommel, EFMD and Roger King, London School of Economics
- The Benefits and Limitations of Leadership Speeches in Change Initiatives by Johan Roos, Jönköping International Business School
**The Sustainable Business**

**2nd Edition – Free to download book**

In January, EFMD published two important publications – a 200-page textbook, *The Sustainable Business (2nd edition)*, and a 30-page accompanying workbook – in partnership with the Center for Industrial Productivity and Sustainability (CIPS), GSE Research, the Product-Life Institute and Greenleaf Publishing. The book explains what sustainability is, why it is important, and how it is being successfully implemented in businesses around the world. The book is free to download and available via the EFMD website.
### As of December 2013

**EFMD Governance**

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<thead>
<tr>
<th>Honorary President</th>
<th>Director General &amp; CEO</th>
<th>Board of Trustees</th>
<th>Vice-President</th>
<th>Vice-President</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1) Gerard van Schaik</td>
<td>(5) Eric Cornuel</td>
<td>(6) Laurent Batsch</td>
<td>(3) Susan Cox</td>
<td>(4) Thomas Sattelberger</td>
</tr>
<tr>
<td>Former EFMD President; former Chairman of the Executive Board of Heineken N.V., The Netherlands</td>
<td>EFMD</td>
<td>President, Université Paris-Dauphine, France</td>
<td>Executive Director, Richemont International S.A., Switzerland</td>
<td>Former Board Member for Human Resources, Deutsche Telekom AG, Germany</td>
</tr>
<tr>
<td><strong>President</strong></td>
<td><strong>Board of Trustees</strong></td>
<td><strong>Rector, Kozminski University, Poland</strong></td>
<td><strong>Dean, Lancaster University Management School, United Kingdom</strong></td>
<td><strong>Dean, IESE Business School, University of Navarra, Spain</strong></td>
</tr>
<tr>
<td>(2) Alain Dominique Perrin</td>
<td>(7) Witold Bielecki</td>
<td>(8) Eugenia Bieto</td>
<td>(9) Jordi Canals</td>
<td>(10) Laurent Choain</td>
</tr>
<tr>
<td>Executive Director, Richemont International S.A., Switzerland</td>
<td>Rector, Kozminski University, Poland</td>
<td>Director General, ESADE Business School, Spain</td>
<td>Dean, IESE Business School, University of Navarra, Spain</td>
<td>Chief HR Officer, Mazars, France</td>
</tr>
<tr>
<td><strong>Vice-President</strong></td>
<td><strong>Vice-President</strong></td>
<td><strong>Dean, School of Business Administration, Al Akhawayn University in Ifrane, Morocco</strong></td>
<td><strong>Vice Rector for Development, SDA Bocconi School of Management, Italy</strong></td>
<td></td>
</tr>
<tr>
<td>(11) François-Xavier Cornu</td>
<td>(12) Fernando d’Alessio</td>
<td>(13) Wafa El Garah</td>
<td>(14) Alberto Grando</td>
<td>Deputy Director General, Education, Research and Training, Chambre de Commerce et d’Industrie de Paris Ile-de-France, France</td>
</tr>
</tbody>
</table>
(15) Agnes Hofmeister  
Dean Emeritus, Faculty of Business Administration, Corvinus University of Budapest, Hungary*  
(16) Valery Katkalo  
Director, Sberbank Corporate University, Sberbank of Russia, Russia  
(17) Peter Little  
Deputy Vice-Chancellor, Queensland University of Technology (QUT), Australia*  
(18) Peter Lorange  
President & Chairman, Lorange Institute of Business Zurich, Switzerland  
(19) Michael Page  
Provost & Vice-President for Academic Affairs, Bentley University, United States  
(20) Michel Patry  
Director General, HEC Montréal, Canada  
(21) Anthony Salcito  
Vice-President, World Wide Education, Microsoft Corporation, United States  
(22) Rebecca Taylor  
Dean, The Open University Business School, United Kingdom  
(23) Howard Thomas  
Dean, Lee Kong Chian School of Business, Singapore Management University, Singapore  
(24) Dominique Turpin  
President, IMD, The Nestlé professor, Switzerland*  
(25) Harry van Dorenmalen  
Chairman, IBM Europe, France  
(26) Baback Yazdani  
Dean, Nottingham Business School, Nottingham Trent University, United Kingdom  
(27) Zhihong Yi  
Vice-President, Renmin University of China, China*  
(28) Nicole Coopman  
Administrative Director, European Institute for Advanced Studies in Management (EIASM), Belgium (observer)  

* indicates new Board members welcomed in 2013
The following members were ratified in Brussels in June 2013 at the EFMD Annual General Assembly.

**New Full Members**

**Academic**
- Business Institute A/S, Denmark
- EUDE Business School, Spain
- HAAGA-HELIA University of Applied Sciences, Finland
- IAE Montpellier School of Management, University Montpellier II, France
- Institut Africain de Management, Senegal
- Magna Carta College Oxford, United Kingdom
- Meiji University, Graduate School of Global Business, Japan
- Rotterdam Business School, International Business and Management Studies, The Netherlands
- Shanghai University, Sydney Institute of Language and Commerce, China
- Trondheim Business School, Sør-Trøndelag University College, Norway
- Universidad Sergio Arboleda, PRIME Business School, Colombia
- University of Applied Sciences - Hochschule Kempten, Professional School of Business and Technology, Germany
- University of Glasgow, Adam Smith Business School, United Kingdom
- University of Liechtenstein, Faculty of Business Administration, Liechtenstein
- Waseda University, Waseda Business School, Japan
- Wuhan University, Economics and Management School, China

**Corporate**
- Baloise Group, Switzerland
- Bayer AG, Germany
- ING Insurance/IM, The Netherlands
- Rabobank Nederland, The Netherlands
- Sberbank of Russia, Russia
- Société Générale, France
- TCL Academy of Leadership Development, China

**Association**
- EtS Global, The Netherlands
- ETS Global, The Netherlands

At the end of 2013, EFMD had 825 members.
New Affiliated Members
Academic

Beijing Institute of Technology, School of Management and Economics
China

Beijing Normal University, School of Economics and Business Administration
China

Fort Hays State University, College of Business and Entrepreneurship
United States

Indian Institute of Plantation Management Bangalore (IIPMB)
India

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

Murdoch University, School of Management and Governance
Australia

UDLA-Universidad de las Américas
Ecuador

Universidad EAFIT, School of Management and School of Economics and Finance
Colombia

Universidad San Francisco de Quito, Escuela de Negocios
Ecuador

University of Johannesburg, Faculty of Management
South Africa

University of New England, UNE Business School
Australia

New Affiliated Members
Associations

Chinese Management Association
Chinese Taipei

NBEAC-National Business Education Accreditation Council
Pakistan

New Associate Members
Academic

Belarusian State University, School of Business and Management of Technology
Belarus

ESLSCA Business School
Egypt

Modern College of Business and Science
Sultanate of Oman

Montreux School of Business
Switzerland

Sustainability Management School
Switzerland

UBIS University of Business and International Studies
Switzerland

University of Mediterranean Karpasia
Turkey

Transition from Affiliated to Full Membership
Academic

Ben-Gurion University of the Negev, Guilford Glazer Faculty of Business and Management
Israel

IPADE Business School
Mexico

The American University in Cairo, School of Business
Egypt

New Reciprocal Members

Association of Business Schools Finland
Finland

GEM&L (Groupe d’Etudes Management et Langage)
France

New Honorary Members

Per-Jonas Eliaeson, Professor Emeritus, Stockholm School of Economics
Sweden

Pierre Tapie, former Dean & President, ESSEC Business School
France

David Wilson, former President & Chief Executive Officer, GMAC® – Graduate Management Admission Council®
United States
The following new members are to be approved by the Board of Trustees and ratified in Vienna in June 2014 at the EFMD Annual General Assembly.

**New Full Members Academic**
- Anadolu University, Turkey
- Bond University, Faculty of Business, Australia
- CIFFOP, Université Panthéon Assas-Paris 2, France
- College of Charleston, School of Business, United States
- ESDES School of Management, Université Catholique de Lyon, France
- Hamdan Bin Mohammed e-University, e-School of Business and Quality Management, United Arab Emirates
- National Institute of Development Administration (NIDA), NIDA Business School, Thailand
- Saint Mary’s University, Sobey School of Business, Canada
- Swansea University, School of Management, United Kingdom
- Vilnius Gediminas Technical University, Faculty of Business Management, Lithuania
- Wroclaw University of Economics, Faculty of Management, Computer Science and Finance, Poland

**New Full Members Corporate**
- Assicurazioni Generali, Italy
- Carrefour Group, France
- Pon Holdings B.V., The Netherlands
New Affiliated Members

Academic

Bryant University, College of Business
United States

Groupe ESC Dakar (Groupe Sup de Co Dakar)
Senegal

Institute of Higher Studies Tunis
Tunisia

Strathmore Business School
Kenya

Universidad Adolfo Ibañez, School of Business
Chile

Universiti Putra Malaysia, Faculty of Economics and Management
Malaysia

University of Regina, Faculty of Business Administration
Canada

Zhejiang Gongshang University, MBA School
China

New Affiliated Member
Executive Development Centre

Zhejiang Zhongke Institute of Business
China

New Associate Members

Academic

European College of Economics and Management (ECEM)
Bulgaria

KIMEP University, Bang College of Business
Kazakhstan

Nazarbayev University, Graduate School of Business
Kazakhstan

New Associate Member
Executive Development Centre

Institut Futura21
Switzerland

New Honorary Members

James Fleck, former Dean, The Open University Business School
United Kingdom

Chris Greensted, Senior Advisor, Quality Services Unit, EFMD

Jean-Louis Scaringella, former Deputy Director General, Studies, Public Affairs and Policy, Chambre de Commerce et d’Industrie de Paris Ile-de-France
France
2014 EFMD 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

(1) Eric Cornuel
Director General & CEO
(2) Helke Carvalho Hernandes
Deputy Director General, Development and External Relations
(3) Julio Urgel
Deputy Director General, Operations and Quality
(4) Caroline Taylor
Assistant to the Management Team
2014
EFMD Team

EU Cooperation Unit
(11) Richard Straub
Director

Membership Services Unit
(27) Liliane Gaspari
Manager
(28) Mayen Enodien
Project Manager

Projects Unit
(29) Christophe Terrasse
Director
(30) Boriana Marinova
Senior Project Manager
(31) Pavlina Blazkova
Coordinator
(17) Francesca Falco
Coordinator
Marketing, Communications & IT Unit

(32) Matthew Wood
Director, Communications

(33) Martine Plompen
Associate Director, Marketing & Communications

(34) Muriel Ebrahime
Marketing Manager

(35) Mayen Enodien
Project Manager, Marketing & Governance

(36) Nick Pergoot
Manager, IT

(37) Patsy Van Autreve
Manager

Finance Unit

(37) André Rizaine
Director

(38) Benoît de Grand Ry
Senior Manager, Finance and HR

(39) Angela Rojas
Manager

(40) Isabelle De Greef
Assistant

Support Services

(41) Claude Loux
Coordinator, Office & Reception

Special Advisors

(42) Nadine Burquel
Senior Advisor, Projects and EU Cooperation

(43) Jan Ginneberge
Strategic Advisor, Corporate Services

(44) Chris Greensted
Senior Advisor, Quality Services

(45) Griet Houbrechts
Senior Advisor, Business Schools Services

(46) Liliana Petrella
Special Advisor, Responsible Management Education
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 2013, prepared in accordance with the financial reporting framework applicable in Belgium, which show a balance sheet total of €6,511,926.53 and a profit for the accounting period of €173,987.20.

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 / Institut van de Bedrijfrevissoren). 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 31st 2013 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 25th 2014

SCCRL PYMD Réviseur d’entreprises
Statutory auditor
Represented by Chaerels Alain
Legal auditor

Bruxelles - Gent - Liège

Rédacteur en chef:

Caroline RAYET - ALAIN CHAERELS - LIEVEN DEYNA - VINCENT GROTBACH - JOSEH VAN NOELGEM

Société civile ayant acquis la forme d'une société coopérative à responsabilité limitée

Siège social: Rue de l'Erre 207-4430 An

Belgium 068-351200-58  TVA BE 0471 689 804  RPM BRUXELLES
### Financial Statements 2013

#### Balance Sheets: Assets

All amounts are in Euros

<table>
<thead>
<tr>
<th>Fixed Assets</th>
<th>Codes</th>
<th>31/12/2013</th>
<th>31/12/2012</th>
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</thead>
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<td>I. Constitution expenses</td>
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<tr>
<td>II. Intangible assets</td>
<td>21</td>
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<td>18,957</td>
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<tr>
<td>III. Tangible assets</td>
<td>22/27</td>
<td>2,164,340</td>
<td>2,127,976</td>
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<tr>
<td>A.1. Land and buildings (in freehold)</td>
<td>22/91</td>
<td>1,846,039</td>
<td>1,885,653</td>
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<tr>
<td>B.1. Plant, machinery and equipment (in freehold)</td>
<td>231</td>
<td>148,290</td>
<td>127,612</td>
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<td>C.1. Furniture and vehicles (in freehold)</td>
<td>241</td>
<td>170,011</td>
<td>114,711</td>
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<tr>
<td>D. Leasing and other similar rights</td>
<td>25</td>
<td></td>
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<tr>
<td>E.1. 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>
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</tr>
<tr>
<td>IV. Financial assets</td>
<td>28</td>
<td>71,070</td>
<td>70,566</td>
</tr>
<tr>
<td>A. Affiliated entities</td>
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<tr>
<td>1. Participating interest in affiliated companies</td>
<td>280</td>
<td></td>
<td></td>
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<tr>
<td>2. Amounts receivable</td>
<td>281</td>
<td></td>
<td></td>
</tr>
<tr>
<td>B. Other companies linked by participating interests</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>1. Participating interests</td>
<td>282</td>
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</tr>
<tr>
<td>2. Amounts receivable</td>
<td>283</td>
<td></td>
<td></td>
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<tr>
<td>C. Other financial assets</td>
<td>284/8</td>
<td>71,070</td>
<td>70,566</td>
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<tr>
<td>1. Shares</td>
<td>284</td>
<td></td>
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<tr>
<td>2. Amounts receivable and cash guarantees</td>
<td>285/8</td>
<td>71,070</td>
<td>70,566</td>
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<tr>
<td>Current Assets</td>
<td>29/58</td>
<td>4,268,966</td>
<td>7,139,934</td>
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<tr>
<td>V. Amounts receivable after more than one year</td>
<td>29</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A. Trade debtors</td>
<td>290</td>
<td></td>
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</tr>
<tr>
<td>B. Other amounts receivable</td>
<td>291</td>
<td></td>
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</tr>
<tr>
<td>VI. Stocks and contracts in progress</td>
<td>3</td>
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<td></td>
</tr>
<tr>
<td>A. Stocks</td>
<td>30/36</td>
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<tr>
<td>1. Raw materials and consumables</td>
<td>30/31</td>
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<td></td>
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<td>2. Work in progress</td>
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<tr>
<td>3. Finished goods</td>
<td>33</td>
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<tr>
<td>4. Goods purchased for resale</td>
<td>34</td>
<td></td>
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</tr>
<tr>
<td>5. Immovable property acquired or constructed for resale</td>
<td>35</td>
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</tr>
<tr>
<td>6. Advance payments</td>
<td>36</td>
<td></td>
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</tr>
<tr>
<td>B. Contracts in progress</td>
<td>37</td>
<td></td>
<td></td>
</tr>
<tr>
<td>VII. Amounts receivable within one year</td>
<td>40/41</td>
<td>880,995</td>
<td>3,850,689</td>
</tr>
<tr>
<td>A. Trade debtors</td>
<td>40</td>
<td>597,284</td>
<td>3,585,805</td>
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<tr>
<td>B. Other amounts receivable</td>
<td>41</td>
<td>283,711</td>
<td>264,884</td>
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<tr>
<td>VIII. Investments</td>
<td>50/53</td>
<td>3,311,041</td>
<td>3,223,244</td>
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<tr>
<td>A. Own shares</td>
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<tr>
<td>B. Other investments and deposits</td>
<td>51/53</td>
<td>3,311,041</td>
<td>3,223,244</td>
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<tr>
<td>IX. Cash at bank and in hand</td>
<td>54/58</td>
<td>5,148</td>
<td>4,341</td>
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<tr>
<td>X. Deferred expenses and accrued revenue</td>
<td>490/1</td>
<td>71,782</td>
<td>61,660</td>
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<tr>
<td>Total Assets</td>
<td>20/58</td>
<td>6,511,927</td>
<td>9,357,433</td>
</tr>
</tbody>
</table>
## Financial Statements 2013

### Balance Sheets: Liabilities

All amounts are in Euros

<table>
<thead>
<tr>
<th>Code</th>
<th>31/12/2013</th>
<th>31/12/2012</th>
</tr>
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<tbody>
<tr>
<td>Social Funds</td>
<td>10/15</td>
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#### I. Associative funds

<table>
<thead>
<tr>
<th>Code</th>
<th>31/12/2013</th>
<th>31/12/2012</th>
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<tbody>
<tr>
<td>A. Initial patrimony</td>
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<td>B. Permanent means</td>
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#### III. Revaluation surplus

<table>
<thead>
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<th>Code</th>
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</tr>
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<tbody>
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<td>12</td>
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</table>

#### IV. Allocated funds

<table>
<thead>
<tr>
<th>Code</th>
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</thead>
<tbody>
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<td>13</td>
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#### V. Profit carried forward

<table>
<thead>
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<th>Code</th>
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<tbody>
<tr>
<td>140</td>
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<td>3,871,459</td>
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#### VI. Investment grants

<table>
<thead>
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#### VII. Provisions

<table>
<thead>
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<tbody>
<tr>
<td>16</td>
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</table>

#### VII. A. Provisions for liabilities and charges

<table>
<thead>
<tr>
<th>Code</th>
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<th>31/12/2012</th>
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<tbody>
<tr>
<td>160/5</td>
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</table>

#### VIII. Amounts payable after more than one year

<table>
<thead>
<tr>
<th>Code</th>
<th>31/12/2013</th>
<th>31/12/2012</th>
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</thead>
<tbody>
<tr>
<td>17</td>
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<td>501,060</td>
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</table>

#### A. Financial debts

<table>
<thead>
<tr>
<th>Code</th>
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<th>31/12/2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>170/4</td>
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</tbody>
</table>

#### B. Trade debts

<table>
<thead>
<tr>
<th>Code</th>
<th>31/12/2013</th>
<th>31/12/2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>175</td>
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</tbody>
</table>

#### C. Advances received on contracts in progress

<table>
<thead>
<tr>
<th>Code</th>
<th>31/12/2013</th>
<th>31/12/2012</th>
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</thead>
<tbody>
<tr>
<td>176</td>
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</tbody>
</table>

#### D. Other amounts payable

<table>
<thead>
<tr>
<th>Code</th>
<th>31/12/2013</th>
<th>31/12/2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>179</td>
<td></td>
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</table>

#### IX. Amounts payable within one year

<table>
<thead>
<tr>
<th>Code</th>
<th>31/12/2013</th>
<th>31/12/2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>42/48</td>
<td>1,256,793</td>
<td>1,138,729</td>
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</tbody>
</table>

#### A. Current portion of amounts payable after more than one year

<table>
<thead>
<tr>
<th>Code</th>
<th>31/12/2013</th>
<th>31/12/2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>42</td>
<td>32,554</td>
<td>31,440</td>
</tr>
</tbody>
</table>

#### B. Financial debts

<table>
<thead>
<tr>
<th>Code</th>
<th>31/12/2013</th>
<th>31/12/2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>43</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### C. Trade debts

<table>
<thead>
<tr>
<th>Code</th>
<th>31/12/2013</th>
<th>31/12/2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>44</td>
<td>764,414</td>
<td>609,943</td>
</tr>
</tbody>
</table>

#### D. Advances received on contracts in progress

<table>
<thead>
<tr>
<th>Code</th>
<th>31/12/2013</th>
<th>31/12/2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>46</td>
<td>173,086</td>
<td>291,752</td>
</tr>
</tbody>
</table>

#### E. Taxes, remuneration and social security

<table>
<thead>
<tr>
<th>Code</th>
<th>31/12/2013</th>
<th>31/12/2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>45</td>
<td>286,739</td>
<td>205,061</td>
</tr>
</tbody>
</table>

#### F. Other amounts payable

<table>
<thead>
<tr>
<th>Code</th>
<th>31/12/2013</th>
<th>31/12/2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>48</td>
<td>533</td>
<td></td>
</tr>
</tbody>
</table>

#### X. Accrued expenses and deferred revenue

<table>
<thead>
<tr>
<th>Code</th>
<th>31/12/2013</th>
<th>31/12/2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>492/3</td>
<td>741,182</td>
<td>3,668,185</td>
</tr>
</tbody>
</table>

### Total Liabilities

<table>
<thead>
<tr>
<th>Code</th>
<th>31/12/2013</th>
<th>31/12/2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>10/49</td>
<td>6,511,927</td>
<td>9,357,433</td>
</tr>
</tbody>
</table>
### Income Statement: Expenses

#### All amounts are in Euros

<table>
<thead>
<tr>
<th>II. Operating expenses</th>
<th>Codes</th>
<th>1/1/2013-31/12/2013</th>
<th>1/1/2012-31/12/2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Raw materials, consumables and goods for resale</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Purchases</td>
<td>60</td>
<td>270,621</td>
<td>270,621</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>4,677,922</td>
<td>4,506,294</td>
</tr>
<tr>
<td>C. Remuneration, social security costs and pensions</td>
<td>62</td>
<td>2,092,571</td>
<td>1,974,407</td>
</tr>
<tr>
<td>D. Depreciation of and other amounts written off constitution expenses, intangible and tangible fixed assets</td>
<td>630</td>
<td>156,321</td>
<td>160,313</td>
</tr>
<tr>
<td>E. Increase (+); Decrease (-) in amounts written off stocks, contracts in progress and trade debtors</td>
<td>631/4</td>
<td>114,503</td>
<td>69,824</td>
</tr>
<tr>
<td>F. Increase (+); Decrease (-) in provisions for liabilities and expenses</td>
<td>635/7</td>
<td>(178,000)</td>
<td></td>
</tr>
<tr>
<td>G. Other operating expenses</td>
<td>640/8</td>
<td>100,815</td>
<td>96,872</td>
</tr>
<tr>
<td>H. Operating expenses capitalised as reorganisation costs (-)</td>
<td>649</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>V. Financial expenses</th>
<th>Codes</th>
<th>1/1/2013-31/12/2013</th>
<th>1/1/2012-31/12/2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Interest and other debt expenses</td>
<td>65</td>
<td>42,337</td>
<td>42,376</td>
</tr>
<tr>
<td>B. Increase (+); Decrease (-) in amounts written off current assets other than mentioned under II.E.</td>
<td>651</td>
<td>18,020</td>
<td>19,103</td>
</tr>
<tr>
<td>C. Other financial expenses</td>
<td>652/9</td>
<td>24,317</td>
<td>23,273</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>VIII. Extraordinary expenses</th>
<th>Codes</th>
<th>1/1/2013-31/12/2013</th>
<th>1/1/2012-31/12/2012</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>

<table>
<thead>
<tr>
<th>XI. Profit for the period (transferred to profit carried forward)</th>
<th>Codes</th>
<th>1/1/2013-31/12/2013</th>
<th>1/1/2012-31/12/2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>70/67</td>
<td></td>
<td>173,987</td>
<td>228,890</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Total</th>
<th>Codes</th>
<th>1/1/2013-31/12/2013</th>
<th>1/1/2012-31/12/2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>60/67</td>
<td></td>
<td>7,451,077</td>
<td>7,078,976</td>
</tr>
</tbody>
</table>
# Income Statement: Revenues

**All amounts are in Euros**

## I. Operating revenue

<table>
<thead>
<tr>
<th>Code</th>
<th>Description</th>
<th>1/1/2013-31/12/2013</th>
<th>1/1/2012-31/12/2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>70</td>
<td>Turnover</td>
<td>7,430,057</td>
<td>7,037,524</td>
</tr>
<tr>
<td>71</td>
<td>Increase (+); Decrease (-) in stocks of finished goods, work and contracts in progress</td>
<td>4,015,502</td>
<td>3,192,371</td>
</tr>
<tr>
<td>72</td>
<td>Own construction capitalised</td>
<td>2,914,961</td>
<td>3,422,805</td>
</tr>
<tr>
<td>73</td>
<td>Membership fees, donations, legacies and subsidies</td>
<td>499,594</td>
<td>422,348</td>
</tr>
</tbody>
</table>

## IV. Financial revenue

<table>
<thead>
<tr>
<th>Code</th>
<th>Description</th>
<th>1/1/2013-31/12/2013</th>
<th>1/1/2012-31/12/2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>750</td>
<td>Revenue from financial fixed assets</td>
<td>21,020</td>
<td>41,452</td>
</tr>
<tr>
<td>751</td>
<td>Revenue from current assets</td>
<td>18,601</td>
<td>36,047</td>
</tr>
<tr>
<td>752/9</td>
<td>Other financial revenue</td>
<td>2,413</td>
<td>5,382</td>
</tr>
</tbody>
</table>

## VII. Extraordinary revenue

<table>
<thead>
<tr>
<th>Code</th>
<th>Description</th>
<th>1/1/2013-31/12/2013</th>
<th>1/1/2012-31/12/2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>760</td>
<td>Adjustments to depreciation of and to other amounts written off intangible and tangible fixed assets</td>
<td>6</td>
<td>23</td>
</tr>
<tr>
<td>761</td>
<td>Adjustments to amounts written off financial fixed assets</td>
<td>18,601</td>
<td>36,047</td>
</tr>
<tr>
<td>762</td>
<td>Adjustments to provisions for extraordinary liabilities and expenses</td>
<td>2,413</td>
<td>5,382</td>
</tr>
<tr>
<td>763</td>
<td>Gain on disposal of fixed assets</td>
<td>499,594</td>
<td>422,348</td>
</tr>
<tr>
<td>764/9</td>
<td>Other extraordinary revenue</td>
<td>2,413</td>
<td>5,382</td>
</tr>
</tbody>
</table>

## XI Loss for the period

<table>
<thead>
<tr>
<th>Code</th>
<th>Description</th>
<th>1/1/2013-31/12/2013</th>
<th>1/1/2012-31/12/2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>67/70</td>
<td>Loss for the period</td>
<td>7,451,077</td>
<td>7,078,976</td>
</tr>
</tbody>
</table>

**Total**

<table>
<thead>
<tr>
<th>Code</th>
<th>Description</th>
<th>1/1/2013-31/12/2013</th>
<th>1/1/2012-31/12/2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>70/77</td>
<td>Total</td>
<td>7,451,077</td>
<td>7,078,976</td>
</tr>
</tbody>
</table>
### Financial Statements 2013

#### Forecast 2014

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount (EUR 000s)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>OPERATING REVENUE</strong></td>
<td>7,152</td>
</tr>
<tr>
<td><strong>DIRECT EXPENSES</strong></td>
<td>(1,354)</td>
</tr>
<tr>
<td><strong>OVERHEADS</strong></td>
<td></td>
</tr>
<tr>
<td>Personnel (incl. regular consultants &amp; interim personnel)</td>
<td>(4,196)</td>
</tr>
<tr>
<td>Rent &amp; Maintenance</td>
<td>(203)</td>
</tr>
<tr>
<td>Office Equipment</td>
<td>(63)</td>
</tr>
<tr>
<td>Administrative expenses</td>
<td>(93)</td>
</tr>
<tr>
<td>Printing materials</td>
<td>(96)</td>
</tr>
<tr>
<td>Travel &amp; related expenses</td>
<td>(290)</td>
</tr>
<tr>
<td>Fees (external consultants &amp; miscellaneous services)</td>
<td>(381)</td>
</tr>
<tr>
<td>Communication expenses</td>
<td>(30)</td>
</tr>
<tr>
<td>Other overhead expenses</td>
<td>(112)</td>
</tr>
<tr>
<td>Depreciation on fixed assets</td>
<td>(160)</td>
</tr>
<tr>
<td>Amounts written down on debts</td>
<td>(75)</td>
</tr>
<tr>
<td>Financial &amp; Exceptional results</td>
<td>30</td>
</tr>
<tr>
<td><strong>TOTAL OVERHEADS</strong></td>
<td>(5,669)</td>
</tr>
<tr>
<td><strong>NET RESULT</strong> (3)</td>
<td>129</td>
</tr>
<tr>
<td><strong>CASH FLOW</strong> (3) + (1) + (2)</td>
<td>364</td>
</tr>
</tbody>
</table>
Comments on the Balance Sheet 2013

At year-end 2013, the social funds amounted to €4,045,446 while the long-term debt equaled €468,506. A provision of €178,000, made last year to cover potential risks on contracts linking EFMD, subcontractors and the European Commission has not materialized (code 163). Long-term resources represented a total of €4,513,952 and were partly used to finance the fixed assets amounting to €2,242,961. EFMD’s cash position was positive at €3,316,189.

Intangible assets (code 21) cover IT software, whereas the tangible assets encompass the EFMD office premises (Rue Gachard 88, 4th and 5th floor), which are depreciated over a 50-year period. Non moveable assets (code 231) are depreciated over a 10-year period and moveable assets (code 241) over a 3-year or 5-year period. The financial assets (code 288) mainly represent cash advances for social security.

The trade debtor account (code 40) amounts to €880,995.

• Due to changes in fiscal legislation, membership fees can no longer be invoiced in advance. Last year, they accounted for €2,819,166 whose counterpart was under the deferred revenue in creditors (492/3).
• EFMD invoiced the fees for the 2014 Conference for Deans and Directors General in December 2013. Other EQUIS or EPAS invoices were also due at the end of the year.
• Invoices pre-dating 2013 have been totally written off. They represent about 1.5% of the total invoicing.
• Other amounts receivable (code 41) mostly represent advance payments (€283,711)

The amounts payable within one year (€1,256,793) include:

• Annuities on loans for 2014 totaling €32,554 (code 42).
• Ordinary debts to suppliers equal to €764,414 (code 440/4).
• Advances received on European contracts (€173,086), which directly increased the cash position.
• Social security liabilities and other debts amounting to €286,739.

Comments on the Income Statement 2013

EFMD’s operating revenue (€7,430,057) increased by 5.58% compared to 2012. Membership dues decreased, while the conferences activities and the Quality Services activities both increased significantly. Nominal business school membership has indeed decreased (-17%) as schools now also belong to the international organisation based in Geneva, EFMD Global Network (EFMD GN). Quality services activities increase is mostly due to an ever-increasing number of schools and programs accredited or re-accredited. Revenues from contracts and projects have remained stable.

Operating expenses (€7,234,753) increased by 6% compared to 2012 (€6,807,710), mostly due to the hiring of new staff and consultants (+€215,143) and the increase of direct expenses linked to these activities.

The net result in 2013 is €173,987 and the cash flow amounted to €444,811. Overall, EFMD is again in the comfortable position in 2014 of being able to fund strategic investments and strengthen current activities with projected surpluses.

Comments on the Forecast 2014

The operating revenue should be slightly lower than in 2013 due to a postponement of the invoicing of project activities and the fact that more members are signing up to EFMD GN. Direct expenses will decrease moderately while personnel expenses and other overheads will remain stable. The net result is projected to be in the range of €129,000 and the cash flow at €364,000.

Given that the annuities of the loan on the real estate represent only €32,554, EFMD will continue to self-finance investments in a number of key development areas such as the development of new activities, the implementation of the strategy vis-à-vis corporate members and the continuation of EFMD’s internationalisation.

All these above-mentioned items are already integrated into the forecasts for 2014.
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