Annual Report 2014

The Leading International Network for Management Development
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Dear EFMD member,

2014 was another strong year for EFMD. The engagement of the network in conferences, seminars, accreditations, cases and publications is at the highest level we have seen and for that we are very thankful for the ongoing support offered to EFMD by the membership.

I think the key word across all sectors in 2014 was “disruption”. What does that mean for our businesses and organisations and what role is ‘social media’ going to play in our day-to-day lives?

Both questions are very valid but I really do sense a changing mood in many sectors and particularly in education, where things like MOOCs are now seen as a valuable addition to the portfolio of services a school can offer rather than a threat to our very existence.

The same can be said for social media – yes people are now wonderfully connected but is it very ‘social’? I do not think it is. While the online world has a great deal to offer people, personal meetings, sharing and interaction with each other is a vital component of life and is the cornerstone of EFMD and its values.

The community that supports EFMD has grown into a worldwide body that EFMD is very proud to serve. We thank you for your continued support and trust in the network.

Finally, I would like to share a great personal success for Eric Cornuel, as in December 2014 he was awarded the National Order of the Legion of Honour by the President of the French Republic. The Order, which is the highest decoration in France, recognises his eminent merits in the area of higher education, research, leadership and the development of EFMD into one of the most important global education networks. It is a fantastic honour for Eric and EFMD that is richly deserved.

I congratulate Eric Cornuel and his team for all their ongoing hard work and professionalism and another successful year.

Alain Dominique Perrin
President
Dear EFMD member,

I am very pleased to report that 2014 was another successful year for EFMD and the international network. People are at the heart of EFMD and your commitment and support for the work we do is very rewarding for all of us who have the privilege to work for EFMD.

During 2014, a record number of people (over 2,500) took part in EFMD activities and events, joined Peer Review Teams, and contributed articles and cases. I always find great pleasure in attending EFMD events to see the network in action: warm and generous hosts, great speakers, the sharing of ideas, and the value of networking and making new connections.

The year saw a milestone anniversary for one of EFMD’s most successful projects, the celebration of the 20th anniversary of the establishment of CEIBS (China Europe International Business School) in Shanghai.

Thirty years ago, EFMD took its first steps in China when the European Commission approached us in 1984 to develop and implement a two-year full-time modular MBA programme. The founding of CEIBS came 10 years later. I think our society often forgets that things take time, hard work and commitment but what has been achieved at CEIBS over the last two decades is remarkable.

EFMD and the network are well positioned for the years ahead. However, I do think our whole industry needs to reflect on the purpose, value and legitimacy of our business schools and other institutions. I also strongly feel that individually and as a community, we should be more vocal about our positive impact and the enormous value for society that our organisations bring.

Many of the world’s great challenges are linked to a lack of leadership and management. Our role in helping to develop and inspire students, entrepreneurs, innovators, generate new ideas and insights, and foster employees with a sense of purpose and well-being at work is as important as it has ever been. We must continue to be a voice for the importance of management education and development around the world.

Prof. Eric Cornuel
Director General & CEO, EFMD
Highlights 2014

First EPAS Accreditations in Indonesia and Latvia
EFMD awarded EPAS accreditations for the first time to programmes in Indonesia and Latvia.

EFMD Counts Record Numbers at Events!
EFMD saw a high appreciation from the network for several of its events, evidenced by the record number of participation. These events include the EFMD Annual Conference, EFMD Conference for Deans and Directors General as well as the EFMD Entrepreneurship Conference.

Successful Kick-off – EFMD (ESMU) Humane Winter School Programme
This collaboration, which was a valuable experience to participants, develops the leadership potential of senior university administrators.

An Engaging Place to Work – New Corporate SIG
Representatives from Allianz, Alstom, Baloise, Mazars, Merck/MSD, Pirelli, Raiffeisen Bank International, Repsol, Swiss Re, UBS and UniCredit explored strategies surrounding building the “workplace of your dreams”, at this new EFMD Corporate Special Interest Group.

EFMD Corporate Services Webinars – Bridging the Gap
EFMD’s successful run of webinars dedicated to companies and Learning & Development providers proved to be an excellent bridging activity.

High Interest in QS Accreditation Seminars and Information Sessions
More than 400 participants appreciated the in-depth guidance and insight into the different levels of EFMD accreditation processes.

First EQUIS Accreditation in Egypt
Egypt joins the growing body of countries where EQUIS accredited schools are located.
Global Focus Edition in Spanish
EFMD launched a Special Issue of Global Focus in Spanish titled, “La conexión correcta? ¿Qué quiere el mundo empresarial de las escuelas de negocio?”

Volume 2 – EFMD’s 40th Anniversary Book
The second Volume of EFMD’s 40th Anniversary book, Promises Fulfilled and Unfulfilled in Management Education: Securing the Future of Management Education Competitive Destruction or Constructive Innovation, was published in January.

EQUIS – the Gold Standard for Business School Accreditation
Della Bradshaw from the Financial Times acknowledged that the gold standard for business school accreditation is a 5-year accreditation from EQUIS.

Record numbers for Outstanding Doctoral Research Awards
The number and quality of entries for this award continues to improve with a record 495 entries from 77 countries received.

EFMD Director General & CEO Receives International Recognition
EFMD was pleased to celebrate in 2014, the recognition bestowed on Eric Cornuel for his leadership efforts in the field of management education. He was awarded the French National Order of the Legion of Honour as well as the John J. Fernandes Strategic Leadership Award.

Increased Membership Growth Outside Europe
EFMD welcomed an increased number of new members from Asia, Oceania-Australia, North America, South America, Africa and MENA, which reinforces its global development strategy.

45 EFMD Projects in 52 Countries
By the end of 2014, EFMD has been involved in over 45 projects creating consortia with more than 280 partners from universities to associations and networks, covering 52 countries in four continents.
EFMD Quality Services (QS) continued its portfolio strategy during 2014, offering business schools the differing quality improvement processes – EQUIS, EPAS and EDAF.

The QS Annual Meeting, part of the EFMD Conference for Deans and Directors General in Gothenburg, Sweden, in January, detailed the current status of EQUIS, EPAS and EDAF. This included updates within the EFMD accreditation and development services such as EQUIS revised policies on Multi-campus Operations, Collaborative Provision and Major Institutional Changes; inclusion of the Ethics, Responsibility and Sustainability (ERS) dimension in EPAS assessment criteria; and the decoupling of the mentoring aspect from the EDAF evaluation exercise.

In June 2014, QS organised a Roundtable on New Technologies and Accreditation during the EFMD Annual Conference in Vienna. This resulted in the establishment of a Task Force on Technology Enhanced Learning (TEL) and the introduction of TEL-related assessment criteria into the EQUIS and EPAS Standards and Criteria.

In the course of 2014, the QS team organised a wide range of other events, attended by over 400 participants, to bring business schools and other stakeholders up to date on EQUIS, EPAS and EDAF:

- **Two-day EQUIS/EPAS Accreditation Seminars focusing on in-depth understanding of the processes, criteria and schools’ expectations**
  - 20–21 March, hosted by EDHEC Business School, Paris
  - 14–15 October, hosted by Imperial College Business School, London
  - 25–26 November, hosted by Thammasat Business School, Bangkok, in collaboration with EFMD Global Network Asia

- **Quality Services Information Sessions and half-day Seminars**
  - 13–15 April, at the EFMD Conference in the MENA Region, Marrakech, hosted by HEM – Institut des Hautes Etudes de Management
  - 27–29 April, at the first EFMD Global Network Americas Annual Conference, Sao Paulo, hosted by Escola de Administração de Empresas de São Paulo da Fundação Getulio Vargas
  - 13–15 October, at the EFMD Conference on Undergraduate Programmes, Richmond, Virginia, hosted by Robins School of Business, University of Richmond
  - 3–5 November, at the joint EFMD and Global Business School Network (GBSN) Africa Conference, Barcelona, hosted by IESE Business School

In the course of 2014, the QS team organised a wide range of events, attended by over 400 participants.
Quality Services

EQUIS

The pilot phase of the EQUIS Special Re-accreditation (SR) process concluded in 2014. A total of 13 schools went through this process and all gained a five-year EQUIS re-accreditation. This alternative path to regular re-accreditation – only available to schools that have been EQUIS-accredited for at least three consecutive periods of five years – is now permanently offered.

Schools have generally welcomed and accepted SR. The focus will remain on evaluating progress on development objectives and future strategic options. Schools also have the opportunity to focus on specific areas of strategic development.

Further guidance on the structure and contents of the shortened Self-Assessment Report will be provided. A final debriefing with school deans has become a formal part of the process.

EQUIS organised a record number of 51 Peer Review Visits between January and December 2014, including five SR visits. EQUIS Committee meetings in March, June and November declared 10 schools eligible to enter the EQUIS process. These new schools are from Australia, Belgium, Brazil, China, Germany, Nigeria, Poland, Portugal and South Africa.

The EQUIS Awarding Body (AB) granted initial EQUIS accreditation to 12 new schools during four meetings in February, June, October and December. The schools are:

- Faculty of Economics and Business, KU Leuven, Belgium
- EBAPE – Escola Brasileira de Administração Pública e de Empresas, FGV – Fundação Getulio Vargas, Brazil
- Business School, University of International Business and Economics, China
- School of Business Administration, Southwestern University of Finance and Economics, China
- School of Business, The American University in Cairo, Egypt
- ESC Rennes School of Business, France
- KEDGE Business School, France
- NEOMA Business School, France
- Frankfurt School of Finance and Management, Germany
- Faculty of Economics and Business, University of Groningen, Netherlands
- Said Business School, University of Oxford, United Kingdom
- Krannert School of Management, Purdue University, United States

The AB also granted re-accreditation to 44 other schools in 2014. By the end of 2014, there were 152 EQUIS-accredited schools in 40 countries.
The EPAS Team organised 32 Peer Review Visits between January and December 2014 and reviewed 42 programmes, of which 12 were new. The EPAS Committee considered new applications in January, May and September and declared 18 programmes from 14 institutions eligible.

During a face-to-face meeting in Brussels on 24 September, the Committee received an update on EPAS and general QS developments, in particular the ongoing discussions at EFMD on the introduction of the new EFMD Gateway for Accreditation Service (EGATE). This is an advisory service designed to assist institutions in achieving either EQUIS or EPAS accreditation.

The Committee was informed about a new EFMD Task Force on Technology Enhanced Learning (TEL), which was recently created to look into the role of technology in programme delivery and its impact on the quality standards of teaching and learning.

The Committee also discussed some areas of continuous development in the EPAS operations, such as the interpretation of EPAS Standards and Criteria by Peer Review Teams, and managing the EPAS Reviewers pool in the long term.

The EPAS Accreditation Board (AB) met in February, May and October and considered 42 programmes from 31 institutions. It granted accreditation to seven new programmes from five institutions as follows:

<table>
<thead>
<tr>
<th>EPAS newly accredited programmes</th>
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<tbody>
<tr>
<td><strong>TUM School of Management,</strong></td>
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<tr>
<td><strong>Technische Universität München,</strong></td>
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<tr>
<td><strong>Germany</strong></td>
</tr>
<tr>
<td>Bachelor of Science in Management</td>
</tr>
<tr>
<td>and Technology</td>
</tr>
<tr>
<td><strong>Faculty of Business, Binus</strong></td>
</tr>
<tr>
<td><strong>University International,</strong></td>
</tr>
<tr>
<td><strong>Indonesia</strong></td>
</tr>
<tr>
<td>Bachelor of Economics in Accounting</td>
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<tr>
<td><strong>RISEBA – Riga International</strong></td>
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<tr>
<td><strong>School of Economics and</strong></td>
</tr>
<tr>
<td><strong>Business Administration,</strong></td>
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<tr>
<td><strong>Latvia</strong></td>
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<tr>
<td>Professional BA in European Business Studies</td>
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<tr>
<td>Professional Master in International Business</td>
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<tr>
<td><strong>Higher School of Finance and</strong></td>
</tr>
<tr>
<td><strong>Management, RANEPA, Russia</strong></td>
</tr>
<tr>
<td>Master of Science in Financial Management</td>
</tr>
<tr>
<td><strong>Sheffield Business School,</strong></td>
</tr>
<tr>
<td><strong>Sheffield Hallam University,</strong></td>
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<tr>
<td><strong>United Kingdom</strong></td>
</tr>
<tr>
<td>MSc International Business</td>
</tr>
<tr>
<td>Management</td>
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<tr>
<td><strong>BSc Programme set:</strong></td>
</tr>
<tr>
<td>BSc (Hons) Hospitality Business</td>
</tr>
<tr>
<td>Management</td>
</tr>
<tr>
<td>BSc (Hons) International Hotel</td>
</tr>
<tr>
<td>Management</td>
</tr>
<tr>
<td>BSc (Hons) Tourism Management</td>
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Binus University International and Riga International School of Economics and Business Administration were the first institutions to receive EPAS accreditation in Indonesia and Latvia respectively.

The AB also granted EPAS re-accreditation to 29 programmes from 23 institutions. By the end of 2014, EPAS had accredited 84 programmes from 63 institutions in 29 countries.

Following the success of the first two-day EPAS Advanced Accreditation Seminar in 2013, a second edition was offered in June 2014 following the same executive education format. The seminar provided in-depth guidance on how to complete the different stages of the EPAS accreditation process. It allowed participants to gain detailed insights on 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. Feedback on this new offering was again extremely positive and the seminar will become a standard offering.

By the end of 2014, EPAS had accredited 84 programmes from 63 institutions in 29 countries.
Despite a rather difficult business climate during 2014, EFMD Corporate Services successfully refreshed existing offers and continued its innovation drive with an entirely new offer – the Strategic Learning Review (SLR).

Based on the success of the Excellence in Practice scheme and Executive Development Conference, increasing synergies are emerging between Corporate Services and the executive development arms of business schools, which could pave the way for more joint initiatives in future.

As a key milestone in the documentation of good and best practices, the third CLIP research report demonstrated the unique expertise of EFMD in the field of corporate learning and development. With the Special Interest Group focusing on employee engagement, EFMD continued its drive to understand not only current best practices but to identify emerging “next practices”.

The third CLIP research report demonstrated the unique expertise of EFMD in the field of corporate learning and development

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

Core CLIP Community – the extended CLIP Steering Committee
In 2014, Mazars and Repsol joined the CLIP Steering Committee.

CLIP Steering Committee meeting / 20 March
Hosted by UniCredit, Torino, Italy
Roundtable session on the “Evolution of the Executive Development Eco-system: Exploring Opportunities for Corporate Learning Departments”.

Sharing Best Practice CLIP Workshop / 21 March
Hosted by UniCredit, Torino, Italy
Theme: “Aligning the Three E’s for Maximum Learning Impact: Experience, Exposure and Education”.
The host introduced an innovative open design for the workshop, with key internal stakeholders of the learning eco-system sharing their experiences on how informal learning has had a measurable impact on the company’s performance. Panellists included senior HR and CLOs from CISCO and Bank of Austria.
CLIP Steering Committee Meeting / 16 October
Hosted by CapGemini, Paris Les Fontaines, France
Roundtable on “Next Generation Learning – Learning Trends and Booster” by experts from Capgemini Next Generation Learning Lab.

Sharing Best Practice CLIP Workshop / 17 October
Hosted by CapGemini, Paris Les Fontaines, France
Theme: “Capability of the Corporate Learning Function to address Major Business Issues”.
This theme was illustrated by Capgemini and the collaboration it has between its university and consulting practice on Digital Transformation. In addition to a deep dive into the Capgemini case, CLOs from Salesforce.com, Santander and Siemens shared their experiences.

Renewal of CLIP Quality Assurance Committee
Following a review of the nomination process, the committee was renewed in March 2014 and is currently composed of the CLOs from ArcelorMittal, Capgemini, EDF and Novartis.

CLIP Accreditation and Re-accreditation
Capgemini Corporate University was granted CLIP re-accreditation in June.
Mazars went through CLIP accreditation in December and was granted five-year accreditation.

CLIP Quality Standards and Criteria 2014
A Task Force – composed of CLOs from ArcelorMittal, EDF, PSA and UniCredit – reviewed the CLIP quality standards in order to bring them in line with new developments in the profession and to integrate the key findings generated from different EFMD Special Interest Groups.
The final 2014 version of CLIP Quality Standards and Criteria was distributed during the CLIP Steering Committee in October 2014.

CLIP Research Report
The third edition of the CLIP Report, Quality Improvement in Corporate Learning Organisations was published and distributed to EFMD corporate members. This document shows how the CLIP-accredited companies have successfully been approaching learning and development challenges.
The 70 examples are organised under five main headings: Contributing Strategically; Integrating People Processes; Positioning the Learning Organisation; Designing Learning Services; and Sequencing Learning Initiatives.
Strategic Learning Review (SLR)

With its wide experience in the area of quality assurance for both business schools and corporate learning organisations through the EQUIS and CLIP accreditation systems, EFMD is drawing on this experience to offer a “six-point check-up” diagnostic service that allows a Corporate Learning Organisation to take stock of the strategic effectiveness of its operations and hence of its impact within the company.

Combining a rapid self-assessment methodology and a one-day on-site visit by an EFMD team, the resulting evaluation will highlight areas where the Corporate Learning Organisation is performing effectively and areas where fundamental problems may need to be addressed. The process is designed to provide a roadmap for future development.

Special Interest Group (SIG)

‘An Engaging Place to Work’

This new SIG started in the autumn, with 11 leading companies exploring strategies to build the “workplace of your dreams”. The goal is to advance the critical field of employee engagement by creating a menu of “best practices” and jointly developing innovative “next practices”.

The SIG group is composed of representatives from Allianz, Alstom, Baloise, Mazars, Merck/MSD, Pirelli, Raiffeisen Bank International, Repsol, Swiss Re, UBS and UniCredit. Following a round of individual interviews with all members over the summer, the group met at UBS (Zurich, Switzerland) on 3–4 November.
Corporate Events in Singapore

**EFMD and CLIP Special Session at EuroCham HR Committee**
On 19 September, 35 representatives from global companies, major business schools, executive education centres and consultancies attended the EuroCham event.

Eric Cornuel, EFMD Director General & CEO spoke on “EFMD Trends and Issues of Management Education in a Changing World”.

Siemens’ Global Talent and Sourcing Director shared the learning experience that the company acquired through the CLIP process.

**CLO Roundtable**
A special EFMD briefing session took place on 17 December at the CLO Roundtable hosted by AXA in Singapore. Nine CLOs from major global companies attended the session.

Future Series Webinars

During the first half of the year, three “Future Series” webinars were delivered to share the key outcomes of the “Leadership Development 2.0” SIG with the larger community.

Capgemini Consulting also delivered two webinars in July and September on the topic of “Emerging Trends in Social and Digital Transformation and their Impact on the People Agenda”.

The Excellence in Practice Award 2014 winners (gold and silver) presented their L&D impactful initiatives through seven webinars organised from November 2014 to January 2015.

**Companies at EFMD Executive Development Conference**

The EFMD Executive Development Conference hosted by the University of St Gallen, Switzerland, on 1–3 October attracted a diversity of participants, not only business schools but also alternative providers and company L&D representatives.

The EFMD Excellence in Practice Award (EiP) winning cases were presented during the conference through an open space format. Further details on this EiP Award can be found on page 22.
Network Services

EFMD Business School Services broadened its focus in 2014 to offer a wider range of events worldwide, enrich content material and provide greater opportunities for networking.

Nearly all events registered an increase not only in the number of participants but also in the variety of countries represented. Examples include the EFMD Entrepreneurship Education Conference (Babson College, Boston, USA), the EFMD Conference on Undergraduate Programmes (Richmond, USA), the first module of the 7th International Deans’ Programme (Hong Kong) and the EFMD MENA Conference (Marrakech, Morocco).

As in previous years, the EFMD Annual Conference and the EFMD Conference for Deans and Directors General were very successful with a record number of participants, the highest numbers of all EFMD events.

Catering for an additional target group within the EFMD network, the EFMD (ESMU) – HUMANE Winter School is a new activity that aims to develop the leadership potential of senior administrators by making them fully aware of the importance of integrating academic matters with finance, human resources and ICT in the elaboration of a university strategy as well as the meaning of strategic management in a European context.
Membership feedback shows that participants appreciate the networking and the opportunity to interact with peers from different cultural backgrounds. EFMD takes this into account during the design of conference programmes by developing interactive session formats that stimulate exchange and discussion. In addition, the use of social media, particularly Twitter, is encouraged to take the discussion beyond the conference room.

The Case Writing Competition once again attracted record numbers across the 15 categories. The category winners of the 2013 Competition were announced in early March and the winner of the "Best of the Best" Category was announced in the first week of May. The winners received their awards at the EFMD Annual Conference in June. More information on the Case Writing Competition can be found on page 23.

EFMD’s involvement in the European Quality Link (EQUAL) continued during 2014. The update of the EQUAL MBA Guidelines was finalised. The EFMD-led project on “Women in European Business Schools: Changing Roles and Institutional Impact” was co-financed by EQUAL and an interim report was submitted to the EQUAL members.

Meetings took place on 18 February (Brussels, hosted by EFMD), 28 May (Montreal, hosted by the Canadian Federation of Business School Deans) and on 14 October (Warsaw, hosted by FORUM).

The EFMD (ESMU) – HUMANE Winter School is a new activity that aims to develop the leadership potential of senior administrators.
Network Services
BUSINESS SCHOOL SERVICES

Events

2014 EFMD Conference for Deans and Directors General
30–31 January. Hosted by the University of Gothenburg, Sweden

2014 EFMD Entrepreneurship Conference
23–25 February. Hosted by Babson College, Boston, USA
Theme: “Entrepreneurship Education and Training for an Entrepreneurial Mindset”

2014 EFMD MBA Conference
16–18 March. Hosted by ESMT Berlin, Germany
Theme: “Leading the MBA: From Personal Coach to Programme Innovator”

2014 EFMD Conference for International, External and Corporate Relations, Marketing, PR, Communication and Alumni Professionals
25–27 March. Hosted by MIP Politecnico di Milano, Milan, Italy
Theme: “Connecting for Growth – Strategy and Tools”

2014 EFMD Conference in the MENA Region
13–15 April. Hosted by HEM Business School, Marrakech, Morocco
Theme: “Impact and Role of Business Schools in Society”

2014 EFMD Doctoral Programmes Conference
8–9 May. Hosted by Lappeenranta University of Technology School of Business, Lappeenranta, Finland
Theme: “New Perspectives on Doctoral Education”

2014 EFMD Annual Conference
15–17 June. Hosted by WU – Vienna University of Economics and Business, Vienna, Austria
Theme: “The Art of Teaching and Learning”

2014 EFMD Executive Development Conference
1–3 October. Hosted by the University of St Gallen, Switzerland
Theme: “(EI)² Exploiting/Improving and Exploring/Innovating”

2014 EFMD Conference on Undergraduate Programmes
13–14 October. Hosted by the Robins School of Business, University of Richmond, United States
Theme: “Undergraduate Management Education – Preparing our Students for The Journey”
2014 EFMD Africa Conference in partnership with the Global Business School Network (GBSN)
4–5 November. Hosted by IESE Business School, Barcelona, Spain
Theme: “Quality in Context: Management Education for The Developing World”

2014 EFMD Career Services Conference
19–21 November, Hosted by Porto Business School, Portugal
Theme: “Empower Your Career Services”

2014 EFMD Conference on Master Programmes
3–5 December. Hosted by Grenoble Ecole de Management, France
Theme: “Master Programmes: Going Global”
Leadership and Development Programmes

2014 EFMD (ESMU) – HUMANE Winter School

2–7 March. Hosted by Polytechnic University of Valencia, Valencia, Spain

The Winter School is a major international leadership development programme in higher education management. Participants are supported by their heads of administration or heads of school and are selected by the EFMD-HUMANE Steering Committee.

The aim is to develop the leadership potential of fast-track administrators and make them fully aware of the importance of integrating academic matters with financial, human resources and quality assurance issues. It also emphasises the importance of strategic management in European and global contexts.

Senior managers from different contexts, institutions, positions and management styles are challenged by a case to co-operate and propose a strategy to merge a large university with a large research centre, examining the implications for staff management, finances, properties and communication.

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

Module 1: 16–18 September. Hosted by Hong Kong Polytechnic University, Hong Kong University of Science and Technology and City University Hong Kong

The IDP is an inspiring programme for newly appointed deans that stimulates discussion around the role of a dean: the challenges faced and the possible solutions as well as the opportunities. Participants learn from institutions and their deans as well as from fellow participants within the international community. The programme enables deans to reflect on their own role and strategies and at the same time build a network of counterparts and create new strategic alliances.

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

Module 2: 17–21 March
Module 3: 12–16 May

Hosted by the Higher Education Strategy Centre, Addis Ababa, Ethiopia

The NICHE project is a capacity-building programme geared towards strengthening the higher education sector in Ethiopia. It is funded by the Dutch organisation for international co-operation in higher education (NUFFIC). Through the Higher Education Strategy Centre in Addis Ababa (HESC), 13 new public universities are being provided with training by an international consortium.

Two one-week leadership and management development programmes were delivered by a team of EFMD experts in Ethiopia on 17–21 March and 12–16 May for senior leaders and managers of the new public universities recently created by the government.

Measuring the impact of these leadership programmes in terms of the tangible results on individuals and on the institutions themselves has been a critical part of the exercise. A report of the key findings will be presented at the final conference mid-2015 in Addis Ababa.

Joint Research Leadership Programme with the European Academy of Management (EURAM) – Cycle 5

Module 1: 11–12 December. Hosted by EFMD, Brussels, Belgium

Theme: The Long View – Strategy

In order to strengthen their members’ capability to develop high quality research, EFMD and EURAM have joined efforts for the fifth time to offer a professional development programme for recently appointed directors of research. In the first module, participants gained an overview of research strategy and research identity in different contexts. Experts provided input on topics such as faculty development, performance measurement, appropriate research structures, etc. Moreover, the programme enables participants to discuss a wide range of issues and offers a great networking opportunity to collaborate internationally.

“As a new Dean I was keen to get insights from other Deans about the challenges they were facing in different institutional and cultural contexts and how they dealt with them. I have benefited from the wisdom of those Deans and other senior officials who have been refreshingly frank in reflecting on their careers and it has been a special pleasure to meet and to build friendships with my IDP colleagues.”

Prof. Greg Whitwell, Dean, The University of Sydney Business School, Australia
The Joint Research Leadership Programme enables participants to discuss a wide range of issues and offers a great networking opportunity to collaborate.
Network Services

RESEARCH & SURVEYS

Events

Third EFMD Higher Education Research Conference

The third "EFMD Higher Education Research Conference" was held on 15–16 May at the Stockholm Business School, Stockholm University, Sweden. The event was positioned as a traditional scientific conference to link researchers emphasising business school issues with those focusing on general higher education. The main theme of the conference was "Research on Higher Education Management, Management Education and Business Schools: Developments and Discoveries". Through this conference, EFMD brought together academics from management, higher education and other fields to facilitate research and dialogue on topics related to HEIs and business schools in transition.

EFMD Research Steering Committee meetings

The Research Steering Committee had its first meeting of 2014 in January and the second one in May, immediately preceding the third EFMD Higher Education Research Conference in Stockholm, Sweden. The third meeting took place in October in Brussels to discuss various research projects and the 2015 EFMD Higher Education Research Conference.

Projects

EFMD-GMAC co-operation with Corporate Recruiters Survey 2014

With responses from nearly 600 employers in 44 countries, the 2014 Corporate Recruiters Survey Report was published, along with a feature article in the third issue of Global Focus and a blog entry on the EFMD website.

Women in European business schools

This research project aims to discover to what extent and in what ways European business schools address the gender composition of their faculties. A new team of researchers led by Dr Lynn Roseberry (Copenhagen Business School) and Dr Robyn Remke (Copenhagen Business School and IEDC-Bled School of Management) was appointed and a research contract was established. The researchers have produced a literature review and a survey to be addressed to European business schools.

Impact of business schools

The Research and Surveys Unit (RSU) participated in the European Association for International Research (EAIR) Annual Conference in Essen, Germany, in August. They also organised a symposium at the British Academy of Management (BAM) in Belfast, Northern Ireland, in September and took part in the Association of Business Schools (ABS) Annual Conference in London in November. Efforts were made to build a small consortium for the study of business schools’ impact, along with the preparation of the fourth EFMD Higher Education Research Conference in June 2015. In collaboration with ABS and Professor Kenneth Starkey (member of the Research and Development Steering Committee), RSU launched a survey in the UK on "The Impact of the Impact Agenda on Business Schools".

Risk management in business schools

After extensive research into risk management practices in business schools, RSU is exploring the possibilities of developing a "Good Practice Guide" with volunteers from the EFMD network. The guide structure was agreed and a working group was appointed.

Socially responsible research

The objective of this 24-month project is to flag up socially irresponsible research practices in business schools such as irrelevance and lack of social value in research, data collection and analysis practices, and fraudulent behaviour. It also aims at characterising an alternative approach and how to operationalise it. The assembly of research members has been appointed and a paper with general ideas on the topic written by a team member has been published in the first issue of Global Focus, 2015.

Technological change

RSU is developing a project aimed at studying the impact of technological change in different delivery contexts (online delivery and mass provision such as MOOCS, blended learning and other hybrid delivery models), the interaction with external stakeholders (corporates, alumni) and the implications for accreditation standards. The expected duration of the project is three to five years.

Other developments

RSU supported Carrington Crisp in the development of a survey titled “See the Future”. The survey gathered 402 responses (in 63 countries), of which 343 were from business schools.
The Women in European Business Schools project aims to discover to what extent and in what ways European business schools address the gender composition of their faculties.
EFMD Awards

Outstanding Doctoral Research Awards 2013/14

The Annual Outstanding Doctoral Research Awards were once again a great success for both EFMD and Emerald. The winners of the 11th issue were announced in February. The Awards are made in 12 management-related subject areas – each sponsored by a leading journal from the Emerald portfolio. The number of entries and their quality has continually improved and in 2014, EFMD received a record 495 entries from 77 countries. Winners were announced in early 2015.

Excellence in Practice Award

The Excellence in Practice Award (EiP) attracted 34 entries in March 2014 from prestigious organisations within and outside the EFMD network. In a survey addressed to all participants in April, 95% confirmed that this submission brought positive return by strengthening the partnership between the provider(s) and client and increased internal recognition within their organisations.

The 2014 gold winners presented their cases during the EFMD Executive Development Conference hosted by the University of St Gallen, Switzerland, on 1–3 October. The conference involved a large diversity of participants, not only business schools but also alternative providers (executive development centres, consultants and company L&D departments).

Finally, the EiP Award winning cases (silver and gold) were featured in a Global Focus Special Issue in the autumn and presented through seven webinars organised from November 2014 to January 2015.

“The Emerald/EFMD Outstanding Doctoral Research Award provides a great opportunity for a broad range of excellent research submissions focusing on innovation and actual contribution not only to theory, but also to practical relevance. It is therefore one of the most truly international prizes, highly acknowledged, and judged by an international panel comprising American as well as European experts.”

Dr. André Kreie. BVL Campus, HIWL, Hochschule für Internationale Wirtschaft und Logistik

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EFMD AWARDS : 2014

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Since its inception 30 years ago, the EFMD Case Competition Award has created wide interest by its support and encouragement of new and innovative case material. Each year, the competition exceeds its previous record in the number and quality of submissions received, and 2014 was no exception. The winners of the 15 regular categories of the 2013 EFMD Case Writing Competition were announced in early March and the winner of the “Best of the Best” Category was announced in the first week of May. EFMD was pleased to present the award in this category to Donald A. Marchand, Anna Moncef and Patricia Santos from IMD, Switzerland.

The winners were invited to receive their awards at the EFMD Annual Conference in June.

“To receive this award is immensely encouraging for FrieslandCampina. Since we stated our ambition to be the most successful, professional and attractive dairy company we have worked really hard to unleash talent in the company and make talent management an integral part of our business strategy. The leadership mindset created in the programme is working well, and we are currently bringing it alive in the whole company.”

Willem der Lee, Corporate Director of Talent, FrieslandCampina
In 2014, EFMD continued to respond to requests for services from the European Commission under three framework contracts for services in all areas of education and training in co-operation with a range of consortia partners (Ecorys consultancy, CHEPS and the Bertelsmann Foundation).

**Study on the role of quality assurance in building trust between VET and HE**
EFMD carried out a study on the role of quality assurance in building trust between the Vocational Education and Training (VET) and Higher Education (HE) sectors. Four other studies were commissioned at the same time by the European Centre for the Development of Vocational Training (CEDEFOP). These covered common European tools and learning outcomes, EU tools to reach European citizens, the role of credit systems in opening access, admission, exemption between VET and HE, and EU tools and the labour market.

The studies were meant to contribute to policy debate in the context of the new initiative of the European Commission to launch a European Area for Skills and Qualifications (EASQ).

The study involved extensive review of the literature, desk research, interviews with relevant national stakeholders’ organisations in eight selected countries (Belgium, Denmark, Finland, France, Ireland, Malta, Latvia, Sweden). A range of interviews were also organised with relevant European stakeholders (Business Europe, European Association for Quality Assurance in Higher Education, European Students Union, Education International and European Trade Union Committee for Education).

The study was carried out by a team of 10 experts under the leadership of EFMD. A final report with a feasibility study on concrete approaches to bring the two sectors closer together was submitted to CEDEFOP in early October 2014.
Pilot quality review system of current Erasmus Mundus Master courses

This assignment began in the second half of 2013 and was continued in the first half of 2014. It was carried out by Ecorys UK and EFMD.

An online training session was organised on 22 January for 25 experts on procedures for the pilot quality review. The experts evaluated 43 Erasmus Mundus Courses in the period from February to April on criteria related to attractiveness, relevance, sustainability and integration.

A smaller expert panel met on 12 May to finalise the master courses that were recommended for continued funding. Ecorys UK and EFMD produced the final report of the assignment, which was submitted to the European Commission in July 2014. The report reviewed the experience with the overall approach to design and test the tool. It also made a number of recommendations for future developments.

Study on the Educational Activities of the Knowledge and Innovation Communities (KICs) of the European Institute of Innovation and Technology (EIT)

The study, produced by EFMD and Ecorys UK, was made publicly available by the European Commission (DG Education and Culture) in spring 2014. The report reviewed the approaches to the educational activities (masters, PhD training and executive education) in the three KICs of the EIT: Climate KIC, EIT ICT-Lab and KIC InnoEnergy. The KICs act as disruptive innovation, leading to new approaches to teaching and learning and the acquisition of business and entrepreneurship skills, one of the key dimensions of a KIC education delivered in partnership with private-sector organisations.

EFMD was invited to present the study findings at a national conference in London in June 2014 organised by the Department of Business, Innovation and Skills.

Other EU Calls for Tenders for Studies and Services

The EFECTIV consortium

The EFECTIV consortium is led by Ecorys UK in partnership with EFMD, the Centre for Strategy and Evaluation Services (CSES) and the European Institute for Education and Social Policies (EIESP). It submitted a successful bid to the EU in response to its Call for Tenders for a large multi-annual framework contract for evaluation and impact assessment of all areas of work in education and training by DG EAC and the EIT.

Three other consortia were also selected by DG EAC. Every forthcoming request for an evaluation or impact assessment exercise will be subject to a re-tendering process. This evaluation framework contract is for an initial 24 month period.

EFMD continued to respond to requests for services from the European Commission under three framework contracts for services in all areas of education and training
The Globally Responsible Leadership Initiative (GRLI) seeks to stimulate the development of globally responsible leadership and practice in organisations and societies around the world. Its collaborative network engages, innovates and acts at the interfaces of business, education and society through its impact projects, peer-based and shared learning, and collective advocacy for global responsibility in management education and business.

The GRLI was initiated by the Board of Directors of EFMD in 2003 and in the same year, the United Nations Global Compact (UNGC) signed a co-operation agreement leading to the founding of GRLI in 2004.

Today, the GRLI consists of a global network of business schools, companies and independent associates working in strategic partnership with EFMD, AACSB International and the UNGC. An innovative Board and Council structure governs the GRLI and a small co-ordinating centre provides the enabling platform and support. It serves as an incubator for innovation and new practice in business schools and for collaboration with business in ethics, responsibility and sustainability.

The 10 Year Anniversary

It is 10 years since a group of 35 individuals, representing 21 companies and business schools, met for the first gathering of what was later to become the GRLI.

The first GRLI report, Globally Responsible Leadership – A Call for Engagement, identified the need for deep change in business and recognised that this change needed to take place at the personal, organisational and systemic levels. This timely message, reinforced by a number of subsequent publications and projects, took root to the extent that calls for such leadership to become the aspirational “new normal” became central to the global discourse on ensuring sustainable human progress.

A Revised Engagement and Operating Model

During 2014, the GRLI’s global community set a shared direction for the second decade of its work in the form of a living document and process entitled, Towards 2024. The proposed way forward builds on its core strengths of initiating and growing communities of responsible action, formed around key issues or aspects of global responsibility, again while delivering outcomes at personal, organisational and systemic levels.

In 2013, representatives from GRLI partner organisations formed themselves into a “Council of Partners”. While the Board of the GRLI Foundation retains fiduciary and legal responsibility for the operations of the GRLI as a formal organisation, the Council of Partners is the “beating heart” of the GRLI as a global community of thought leadership and action.

Historically, GRLI has been built around a core activity of two partner meetings a year. Starting in 2014 and taking full effect in 2015, GRLI has revised its engagement model to have one formal GRLI partner meeting per year (Council of Partners Annual General Meeting (AGM)) and several project and external outreach events annually, linked to existing conferences or events hosted by other organisations.
Key Events during 2014

The GRLI’s 15th General assembly took place on 25–27 March. The event was hosted by the Oulu Business School, Martti Ahtisaari Institute, Finland. It was an important milestone in the development of Towards 2024, leading to the formulation of a revised GRLI engagement framework that now includes, in addition to the original partnership, the option of organisational and individual membership.

The GRLI’s 16th and last General Assembly on 14 October and third Global Forum for Business as an Agent of World Benefit on 15–17 October took place at the Weatherhead School of Management, Case Western University, Cleveland, Ohio, USA. This week also signified the first GRLI Council of Partners AGM meeting. Following the AGM, partners and associates participated in the third Global Forum for Business as an Agent of World Benefit. The Forum was a dynamic two-and-a-half day summit where more than 500 participants from business and academia joined GRLI associates in exploring how innovators and forward-thinking leaders are moving beyond traditional notions of social responsibility and sustainability.

Other notable events during the year included:
- 50+20 Renewing Business Education in Asia Conference, 17 July. Hosted by the Faculty of Business of the Hong Kong Polytechnic University
- Seven-week open online course, “Leadership for Global Responsibility”, during March and April. Hosted by GRLI in collaboration with GIZ’s Academy for International Cooperation and other international organisations
- Online forum on “Fostering Ethical Leadership” as part of the large-scale, collaborative online Business Education Jam event. Hosted by Boston University, USA, and powered by IBM’s innovative jam technology
- Workshop on GRLI and the GRID at the International Leadership Association’s 2014 Conference, 30 October to 2 November, San Diego, USA
- The third International Conference on Responsible Leadership, 5–6 November at University of Pretoria. Hosted by The Albert Luthuli Centre for Responsible Leadership, University of Pretoria, South Africa, GRLI and international conference partners – Griffith University Business School, Australia, Business School Lausanne, Switzerland, Tongji SEM, China, and Babson College, US. The theme of the conference was “The Role of Responsible Leadership in Creating the Necessary Transition to a Sustainable Global Economy”.

It is 10 years since a group of 35 individuals, representing 21 companies and business schools, met for the first gathering of what was later to become the GRLI.
The Pioneering Innovation Cohort

In November 2013, a group of deans and directors of business schools and corporate learning and development specialists, building on insights developed through the 50+20 vision, “Management Education for the World”, formed a GRLI Innovation Cohort of peers to pilot and test responsible change in education and business.

This “Management Education Innovation Cohort” consisted of 18 individuals representing 16 institutions, and developed three hands-on projects aimed at transforming management education in the service of society.

The Values in Action initiative examined ethics, responsibility and sustainability (ERS) practices and collected ideas based on experiences in eight universities in Canada, France, Ireland, Italy, Spain, Sweden, Switzerland, and the US. The group’s aim was to share their own peer learning as a stimulus through which to globally source rich, vibrant ideas about how universities are bringing ERS to life.

Their larger purpose is to generate dialogue about the inclusion of ERS standards in various accreditation requirements and to share learning across peer institutions about how ERS can be advanced whether or not institutions are seeking accreditation.

The Virtual-Peer Learning initiative consisted of a cross-institutional group (business and management education),
which engaged in testing a new form of web-based collaborative learning. A small group representing business, business schools and other learning institutions, change consultancies and business practitioners tested a prototype. The Faculty Engagement and Motivation initiative consisted of a working group within the cohort that asked what can be done to support and motivate instructors, professors and other members of a university faculty to include ERS in their teaching. Based on their investigation and shared learning, the group is developing a framework that change agents in business schools and business programmes can use in their own context.

A Global Sustainability Literacy Test for Higher Education

GRLI continued to support the launch of a major UN-originated initiative to expand sustainability literacy across tertiary education worldwide. The pilot test went online on 30 March 2014 and has been developed under the leadership of GRLI Partner institute, Kedge Business School, France. Currently the Regional / National Expert Committee (RNEC) comprises networks of regional/national higher education institutions across 24 countries/regions with over 200 volunteers contributing to date.

Books and Articles

The translation of the 50+20 book Management Education for the World into basic Mandarin was launched at the 2014 IACMR Conference while the 50+20 Agenda was translated into French and Spanish. Professor Philippe de Woot’s book Rethinking the Enterprise Competitiveness, Technology and Society was published in collaboration with EFMD and released in June 2014. The Collaboratory: A Co-creative Stakeholder Engagement Process for Solving Complex Problems was published by Greenleaf Publishing in collaboration with GRLI in the second half of July. The book is about empowering ordinary people to make a difference in the world. It explores the transformation that emerges when groups around the world working on similar issues discover synchronicities, often cross-pollinating, and collaborate rather than compete.

The book builds on the 50+20 vision and is designed as a practical handbook for those active in transformation change in society, in organisations of all kinds and in the field of education. The book includes contributions from numerous authors including an entire chapter on GRLI as a meta-collaboratory written by John North and Anders Aspling. Other publications included the 10th and 11th edition of the magazine Global Responsibility and an article in Global Focus about the Innovation Cohort.

Leadership Transition

In August 2014, Mark Drewell announced his decision to step down as CEO. John North was announced as operational head of the support centre and assumed the position of Managing Director on 1 October 2014.
In 2014, nearly 600 institutions from 80 countries engaged with the initiative.
Development Services

PROJECTS

ICT for Learning and Teaching

PROVIP: Promoting and supporting virtual internships

The project involves fifteen partners working together to make international internships available to any student regardless of country of studies, financial or logistic constraints. The result of this three-year cooperation is an innovative tool for telework placements.

The Pathway online platform supports internships at-a-distance from start to finish.

It allows higher education institutions to offer companies:

- Access to qualified students, coached by academic mentors
- Cost-effective channels to new knowledge, new markets and native language speakers
- Possibilities to further explore the trend of teleworking.

Pathway also provides:

- Best practices to follow for the organisation of virtual internships
- Tools to match students with internship offers
- Internship organisational model among students, schools and companies including communication, tasks, deliverables and deadlines
- Follow-up and evaluation system for interns from a distance

The Pathway software is also available as an open source code. This means that the software can be freely used, changed, and shared (in modified or unmodified form) by anyone who wants to develop a customised version of the tool or who wishes to integrate it in an already existing system.

EFMD promotes the platform, and identifies new disciplines and economic sectors that would benefit most.

EFMD Projects unit coordinates or participates in EU-funded and international projects, currently managing a wide portfolio of projects in five domains: entrepreneurship, ICT for teaching and learning, innovation, modernisation of higher education and capacity building.

The Global Marketing Competition is a computer simulation of a real-life business environment. It is run by ESIC Business and Marketing School with the support of EFMD, The Economist and Banco Santander. The game requires players to make decisions in all the areas of managing a company from production and logistics through research, investment and finance to advertising, promotion and distribution. The competition is open to teams from across the world and participation is free to students of any EFMD member school.

The 2014 edition was launched in April. EFMD actively promoted it through all its communication channels, with particular attention to the Asian region. The final of the 2014 Global Marketing Competition took place in October in Madrid, Spain.

VISIR: Innovative use(s) of ICT in education: from micro-innovation to large-scale adoption

EFMD and six other European networks worked together to foster understanding and networking around ICT and innovation in European education and training. More than 120 micro-innovation practices were identified, typically small-scale cases of high impact and bottom-up nature with innovative applications of ICT for teaching and learning.

Of those, 23 cases have been selected as the most representative. They range from school education to higher education, to informal and corporate learning. These findings were discussed and improved through eight Knowledge Exchange Seminars and mainstreaming events, reaching more than 500 participants and engaging a wide range of stakeholders from policy makers to researchers and grassroots innovators.
Development Services

PROJECTS

Innovation

MIRRIS: Mobilising institutional reforms for better research and innovation systems / institutions in Europe

The new European member states are under-represented in terms of participation in FP7 (EU Framework Programme for Research and Innovation) and do not fully exploit EU funding opportunities. The MIRRIS project researches the causes of this gap and the concrete barriers faced by these countries. It provides recommendations to the 13 new member states for more efficient participation in the EU research initiatives.

EFMD participates in annual policy dialogues involving decision makers, implementation institutions and other relevant bodies in the target countries.

MIRRIS provides recommendations to the 13 new member states for more efficient participation in the EU research initiatives

OI-Net: European academic network for open innovation

Open innovation is gaining recognition as a full teaching discipline.

The project defines a framework for curricula on open innovation, tests courses at European level and establishes a European community of practice. The project is supported by a network of 52 higher education organisations from 35 European countries.

EFMD assures the quality of the project and its results.

The project is supported by a network of 52 higher education organisations from 35 European countries
**D-THINK: Design thinking applied to education and training**

Design thinking is a process to develop innovative solutions for the design of products, services and businesses. Design thinking deals with the ability to take an abstract idea and make it concrete.

The main objective of this project is to promote the inclusion of design thinking as an innovative learning approach to European education. The project conducts research on its application in education and training to develop a toolkit on teaching design thinking.

EFMD is involved in the quality assurance, dissemination and collection of data for the research.

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**The main objective of this project is to promote the inclusion of design thinking as an innovative learning approach to European education**
FORGE: Strengthening managerial capabilities in Cuba

This project aims to improve the efficiency of Cuban companies by providing long-term cooperation in the field of management education between Cuba and Europe, mainly by updating the knowledge and methodologies of Cuban professors of management.

The project is implemented under the leadership of EFMD, which is responsible for overall management supervision and co-ordination in cooperation with ESADE Business School as a consortium partner and with the Cuban Ministry of Higher Education. This 42-month project has been made possible by a grant from the European Commission.

Programmes of consolidation

These programmes aim at consolidating the network and updating the knowledge of more than 550 alumni of earlier training programmes implemented between 1996 and 2005.

The Euro-Cuban Programme in Management Education

This is a training programme for executives and management professors. Each of the eight editions is taught over six months and consists of seven modules of two-and-a-half days each.

“"The study tour has provided a favourable environment for the exchange of ideas with international managers and for the exchange with Cuban colleagues to develop common work strategies."

Study Tour in Europe for Senior University Managers and Administrators

Capacity Building in Quality Assurance

This project created six Methodological Cabinets located in six Cuban universities: Universidad de Oriente (Santiago de Cuba), Universidad Central de Las Villas (Santa Clara), Universidad de Camagüey, Universidad de Holguín, Universidad Agraria de La Habana and Universidad de La Habana. They are co-ordinated by the Centre for Management Studies of the Cuban Ministry of Higher Education. The main responsibilities of the Cabinets are centralisation and dissemination of academic materials, development of methodological projects, design and implementation of a quality assurance programme, and organisation of study tours and seminars.

The project was effectively launched in 2014 with the following activities now in operation:

- The first edition of the consolidation programme was organised together with the project inauguration in March
- Four Euro-Cuban programmes in management education have started in Havana (University of Havana and UNAH), Camagüey and Santiago
- The Methodological Cabinets were created and launched the mentoring schemes for improving their quality assurance systems. European experts visited the first two universities in November
- Training seminars on accreditation and quality assurance took place in June and on project management in October and November
“Participating in EFMD events has given us the opportunity to get to know other executive training methods and establish links that will enable cooperation with major European institutions.”

Seminar on Quality Assurance

“The FORGEC project covers 8 Cuban universities which are responsible for the preparation and improvement of all managers in the country. It also contributes to the training of a group of leading actors of the local development in different territories. These trainings provide new methods and tools for the continuous improvement of the quality of the programmes offered in management, as well as their accreditation. In addition, the Methodological Cabinets that are created in the framework of FORGEC give an outstanding contribution to raising the quality of training processes in management in Cuban universities.”

Mariela Columbié Santana, Cuban Director, FORGEC Project
Development Services

PROJECTS

Modernisation of Higher Education and Capacity Building

**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. The programme consists of a three-week intensive training course on Japanese or Korean culture, history and civil society taking place in the United Kingdom, 30 weeks of business and language training in Japan or South Korea and finally a 12-week internship in a Japanese or Korean company.

ETP is managed and financed by the European Commission. Deloitte Belgium is in charge of the administrative management of ETP. EFMD is responsible for raising awareness about the training programme among its network. The application procedure for the 2014–2015 cycle was closed on 15 May 2014.

In 2014, ETP celebrated 35 years of existence since its creation in 1979. In that time, ETP has trained more than 1,100 European managers from more than 800 companies to succeed in business with Japan and Korea.

**IRIS: Promoting international and intercultural policies in Israeli academic colleges**

The project brings together 19 Israeli and European partners, mainly academic institutions, with the main goal of encouraging international academic activities and creating a network of Israeli and European institutions. One of the main project activities has been the development of strategic plans for internationalisation, which form the basis for the creation of international departments in the participating institutions.

The IRIS international conference will be organised in parallel with the EFMD Annual Conference in June 2015.

**TNE_QA: Promoting quality and recognition of transnational education in Armenia and Georgia**

Transnational education involves the delivery of higher education programmes in a country different from the one where the degree-awarding institution is based. Students can study towards a foreign qualification without having to leave their country of residence. However, it is essential to ensure the quality of the educational programmes, as they are not always under the control of the national authorities in charge of higher education.

This project will propose internal and external quality assurance mechanisms in transnational education in Armenia and Georgia in line with the OECD / UNESCO guidelines. The focal point of the project is the creation of a quality assurance system comprising standards, procedures, indicators and benchmarks for external quality assurance as well as a handbook for internal quality assurance procedures for higher education institutions.

EFMD co-ordinates the internal and external quality assurance standards and procedures for providers of transnational education.
Entrepreneurship Education

SLIM: Stimulating learning for Ideas-to-Market

The Ideas-to-Market eCourse is designed to guide entrepreneurs and SMEs, and to support the development of business ideas and innovation while protecting their knowledge. Developing and protecting an idea can be complicated, confusing and often leads to expensive mistakes.

A consortium of academic institutions, associations and companies joined forces, to create an eCourse providing SMEs with knowledge on how to develop their ideas while minimising risks and maximising opportunities.

The eCourse is available in English, Croatian and Polish and covers four main topics:

- Innovation and intellectual property management
- New venture business plan
- Financing and valuation of intellectual property
- Marketing and strategy of new product development

LEAD: e-leadership skills for small and medium-sized enterprises

LEAD is a service contract for the European Commission. It promotes the development of e-leadership skills and qualifications for entrepreneurs, managers, SMEs and start-ups.

The project analysed the state-of-play of e-leadership skills in Europe taking into account four technological trends: cloud computing, mobile, social technology and big data. It proposes a dissemination plan for the promotion of e-leadership and contributes to the development of training programmes in e-leadership for SMEs.

EFMD promotes the initiative among its members and partners and engages them in the project’s activities.
Global Focus

Three issues of Global Focus (in English and Chinese) were published in 2014 to coincide with the EFMD Conference for Deans and Directors General in Gothenburg, Sweden, the EFMD Annual Conference in Vienna, Austria, and the EFMD Executive Development Conference in St. Gallen, Switzerland. There was also a Special Supplement profiling the gold and silver winners of the Excellence in Practice Awards.

EFMD produced a special Issue of Global Focus in Spanish to coincide with the first EFMD Americas Conference in Brazil in April “La conexión correcta¿Qué quiere el mundo empresarial de las escuelas de negocio?” The issue pulled together some of the best content from Global Focus over the last two years.

Issue one highlights:

- **Dynamic capabilities and the business school of the future**
  Business schools need to focus more clearly on their dynamic capabilities in order to re-invigorate and re-develop themselves and their students. By Howard Thomas, Singapore Management University, Peter Lorange, Lorange Institute of Business Zurich and Jagdish Sheth, Emory University

- **Rethinking corporate universities**
  Thomas Sattelberger argues that corporate universities must evolve from socialisation and knowledge transfer machines to helping their parent companies undertake effective transformation.

- **Intended Learning Outcomes: friend or foe?**
  Intended Learning Outcomes are a key aspect of programme accreditation yet they seem to cause many schools and programme directors considerable difficulty or even resistance. Chris Greensted and Ulrich Hommel, EFMD examine the issues.

- **Globalisation: unfinished business for business schools**
  Business schools have reacted loudly to the challenges of globalisation. But has their reaction been effective or appropriate? Hellmut Schütte, China Europe International Business School (CEIBS) is not so sure.
Issue two highlights:

- **The great transformation**
  Richard Straub, EFMD, on why, with gigantic changes in society, managers will be of pivotal importance for shaping the future

- **Uncertainty and the ‘entrepreneurial mindset’**
  How do you teach students to become entrepreneurs? Rickie Moore, EMLYON Business School, shares some ideas

- **Rethinking enterprise**
  Philippe de Woot, UCL – Université Catholique de Louvain, in an article based on his latest book, argues that economic actions based on ethical and political dimensions are increasingly essential

- **Quality Street: the sweet side of accreditation**
  Gaining accreditation (and maintaining it) is a tough business. But Julie Perrin-Halot, Grenoble Ecole de Management and Rachael Weiss, University of Sheffield argue that it provides its own long-term rewards
EFMD Publications

2014

Issue three highlights:

- The challenges facing business school accreditation
  Business schools have been among the most successful higher education institutions of the last 50 years. Yet now they face many serious challenges that, as Michael Osbaldeston, EFMD, explains, have deep implications for accreditation bodies.

- Embedding values
  Mark Moody-Stuart, Foundation for the Global Compact examines the difficulties of ensuring that the right values are agreed, understood and truly embedded in a large multicultural business organisation.

- The Jazz Age
  Social intrapreneurs are rarely individual heroes but more like jazz musicians jamming in a group. But sometimes, say David Grayson, Melody McLaren and Heiko Spitzeck, Cranfield School of Management, they need even bigger groups – a fully orchestrated ‘big band’

- Enhancing talent development and talent acquisition
  Amber Wigmore Alvarez and Boris Nowalski, IE Business School describe current changes to the way companies and business schools manage talent.

- How being embedded in your region helps growth
  Thomas Bieger, University of St. Gallen explains how the University of St Gallen used the new Business School Impact Survey to consolidate and build on its local roots.
The Sustainable Business: Resource-life Extension

Available as a free download for businesses and business schools, this latest volume of application exercises is the second workbook in the series and is designed to walk participants through the beginning stages of resource-life extension, the foundation on which circular economics, cradle-back-to-the-cradle, closed-loop production and similar resource-recapture concepts are based.

EFMD offers this workbook in conjunction with The Sustainable Business and The Sustainable Business Workbook: Waste Elimination. These books are now being used as workplace training guides in a number of businesses and they can be easily put to use as a post-graduate business school elective that blends theory with application.

All three books have been translated into Simplified Chinese, Mandarin and Arabic.

EFMD and CarringtonCrisp

In March, the Tomorrow’s MBA 2014 study with CarringtonCrisp was published. Prospective MBA students set out their views on what they think of the MBA qualification, what they expect from the business school experience and what they want to study.

Most strikingly, the Tomorrow’s MBA report notes the continuing decline of full-time study. Five years ago, just over half of all respondents preferred full-time study, today that has fallen to just over 40%. Increasingly, students are choosing a hybrid approach, taking advantage of new technology and continuing to work while studying, embracing the concept of lifestyle learning.

In December, EFMD conducted a new See the Future study with CarringtonCrisp and the Association of Chartered Certified Accountants (ACCA), which gathered views from Deans or Directors of business schools and also employers – CEOs and chairman – from 63 countries.
EFMD Membership

NEW MEMBERS

The following members were ratified in Vienna in June 2014 at the EFMD Annual General Assembly.

New Full Members

Academic

Ajou University, School of Business
Republic of Korea

Anadolu University
Turkey

Bond University, Faculty of Business
Australia

Centre Africain d’Etudes Supérieures en Gestion (CESAG)
Senegal

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 Smart University, School of Business and Quality Management
United Arab Emirates

IAE de Nice, Ecole Universitaire de Management
France

IAE Savoie Mont-Blanc, Université Savoie Mont Blanc
France

Mountbatten Institute
United Kingdom

National Institute of Development Administration (NIDA), NIDA Business School
Thailand

Pan-Atlantic University, Lagos Business School
Nigeria

Saint Mary’s University, Sobey School of Business
Canada

Swansea University, School of Management
United Kingdom

University of Worcester, Worcester Business School
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

OHIM - Office for Harmonization in the Internal Market
Spain

Pon Holdings BV
Netherlands
New Affiliated Members

Academic

Bryant University,
College of Business
United States

Federation University of Australia,
Faculty of Business
Australia

FIA – Fundação Instituto de Administração,
Faculdade FIA de Administração e Negócios
Brazil

Groupe ESC Dakar
(Groupe Sup de Co Dakar)
Senegal

IBS – SP International Business School of São Paulo
Brazil

Institute of Higher Studies Tunisia
Tunisia

Laurentian University,
Faculty of Management
Canada

Northwestern Polytechnical University,
School of Management
China

Strathmore Business School
Kenya

Universidad Adolfo Ibañez,
School of Business
Chile

Universidad de la Sabana,
International School of Economic and Administrative Sciences
Colombia

Universidad ICESI,
School of Business and Economic Studies
Colombia

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

Indian Institute of Management Raipur
India

KIMEP University,
Bang College of Business
Republic of Kazakhstan

Nazarbayev University,
Graduate School of Business
Republic of Kazakhstan

New Honorary Members

Chris Greensted, Senior Advisor, Quality Services, EFMD
Jean-Louis Scaringella, former Deputy Director General, in charge of Studies, Public Affairs and Policy, Chambre de Commerce et d’Industrie de Paris Ile-de-France

At the end of 2014, EFMD had 840 members

840
The following new members are to be approved by the Board of Trustees and ratified in Brussels in June 2015 at the EFMD Annual General Assembly.

New Full Members

Academic

Amsterdam University of Applied Sciences, International Business School
Netherlands

BEM Management School, BEM Dakar
Senegal

Helsinki Metropolia University of Applied Sciences, Metropolia Business School
Finland

IAE de Grenoble, Université Pierre Mendès France
France

National Taiwan University of Science and Technology, School of Management
Chinese Taipei

Ryerson University, Ted Rogers School of Management
Canada

University of Stavanger, UoS Business School
Norway

New Full Members

Corporate

Amcor Flexibles
Switzerland

CISCO Systems
Belgium

OCP S.A.
Morocco

New Affiliated Members

Academic

Indian Institute of Management Calcutta (IIMC)
India

Lehigh University, College of Business and Economics
United States

Saint Paul Escola de Negócios, Faculdade Saint Paul
Brazil

Shri Dharmasthala Manjunatheshwara Institute for Management Development (SDMIMD), Business School
India

The University of the West Indies, Arthur Lok Jack Graduate School of Business
Trinidad and Tobago

Umm Al-Qura University, Faculty of Business Administration
Saudi Arabia

Universidad de Lima, School of Business
Peru

Universidade Positivo
Brazil

Universidad Panamericana, Campus Guadalajara, College of Economics and Business Administration
Mexico

University of the Fraser Valley, School of Business
Canada
New Associate Members

Academic

BML Munjal University, School of Management
India

Fundación San Pablo Andalucía CEU, Postgraduate Institute and Executive Education Department
Spain

Zeppelin University, ZU Professional School
Germany

New Reciprocal Members

AdjunctFinder.com
Australia

CarringtonCrisp
United Kingdom

HUMANE – Heads of University Management and Administration Network in Europe
Belgium

ILA – International Leadership Association
United States

New Honorary Member

John Fernandes, former President and Chief Executive Officer, AACSB International - The Association to Advance Collegiate Schools of Business
United States
EFMD Governance

AS OF DECEMBER 2014

(1) President
Alain Dominique Perrin, Director, Compagnie Financière Richemont, Co-chairman of Richemont Strategic Committee

(2) Honorary President
Gerard van Schaik, former EFMD President; former Chairman of the Executive, Board of Heineken NV, Netherlands

(3) Vice President
Susan Cox, Dean, Lancaster University Management School, United Kingdom

(4) Director General & CEO
Eric Cornuel
EFMD

Board of Trustees

(5) Laurent Batsch, President, Université Paris-Dauphine, France

(6) Witold Bielecki, Rector, Kozminski University, Poland

(7) Eugenia Bieto, Director General, ESADE Foundation, Spain

(8) Jordi Canals, Dean, IESE Business School, University of Navarra, Spain

(9) Laurent Choain, Chief People and Communication Officer, Mazars, France

(10) François-Xavier Cornu, Deputy Director General Education, Research and Training, CCIP – Chambre de Commerce et d’Industrie de Paris /Paris Chamber of Commerce and Industry, France

(11) Fernando d’Alessio, Director General, CENTRUM Católica, Pontificia Universidad Católica del Peru, Peru

(12) Wafa El Garah, Dean, School of Business Administration, Al Akhawayn University in Ifrane, Morocco

(13) Alberto Grando, Vice Rector for Development, SDA Bocconi School of Management, Italy

(14) Agnes Hofmeister, Dean Emeritus, Faculty of Business Administration, Corvinus University of Budapest, Hungary
(15) **Valery Katkalo**, Dean, Sberbank Corporate University, Sberbank of Russia

(16) **Peter Little**, Deputy Vice Chancellor, Queensland University of Technology (QUT), Australia

(17) **Peter Lorange**, President & Chairman, Lorange Institute of Business Zurich, Switzerland

(18) **Michael Page**, Provost and Vice President for Academic Affairs, Bentley University, United States

(19) **Michel Patry**, Director General, HEC-Montréal, Canada

(20) **Anthony Salcito**, Vice-President, World Wide Education, Microsoft Corporation, United States

(21) **Rebecca Taylor**, Dean, The Open University Business School, United Kingdom

(22) **Howard Thomas**, Dean Emeritus and LKCSB Distinguished Professor of Strategic Management, Lee Kong Chian School of Business, Singapore Management University, Singapore

(23) **Dominique Turpin**, President, IMD, Nestlé Professor, Switzerland

(24) **Harry van Doremalen**, Chairman, IBM Europe, France

(25) **Baback Yazdani**, Dean, Nottingham Business School, Nottingham Trent University, United Kingdom

(26) **Zhihong Yi**, Vice President, Renmin University of China, China

(27) **Nicole Coopman**, Managing Director, European Institute for Advanced Studies in Management (EIASM), Belgium (observer)
EFMD Team

2014

(1) Eric Cornuel
Director General & CEO

(2) Helke Carvalho Hernandes
Deputy Director General

(3) Matthew Wood
Director, Operations

(4) Joelle Normand
Assistant to the Management Team

Business School Services

(5) Nadine Burquel, Director

(6) Diana Grote, Manager

(7) Robin Hartley, Manager

(8) Delphine Hauspy, Manager

(9) Virginie Heredia Rosa, Manager

(10) Eline Loux, Coordinator

(11) Caroline Taylor, Coordinator

Corporate Services

(12) Richard Straub, Director & CLIP Programme Director

(13) Shanshan Ge, Senior Manager

(14) Florence Grégoire, Membership Manager

(15) Caroline Malvaux, Coordinator
Research & Surveys

(16) Ulrich Hommel, Director

(17) Christophe Lejeune, Research Advisor

Quality Services

(18) Michael Osbaldeston, Director

(19) David Asch, Senior Advisor

(20) Christian Delporte, Senior Advisor

(16) Ulrich Hommel, Senior Advisor

(21) Martin Schader, Senior Advisor

(22) Gordon Shenton, Senior Advisor

(23) Isabel Ramos, Manager

(24) Veronique Roumans, Manager

(25) Catarina Botelho, Coordinator

(26) Joyce del Rosario, Coordinator

(27) Aurélie Harmand, Coordinator

(28) Simonne Mac Donald, Coordinator

(29) Marielle Van Renterghem, Coordinator
EFMD Team

2014

European Cooperation

(5) Nadine Burquel, Director
(30) Elysse Vincze, Special Advisor

Marketing, Communications & IT

(3) Matthew Wood, Director, Operations
(36) Martine Plompen, Associate Director, Marketing & Communications
(37) Magdalena Wanot, Manager, Communications
(38) Muriel Ebrahime, Manager, Marketing
(39) Nick Pergoot, Manager, IT
(40) Patsy Van Autreve, Manager

Membership Services

(31) Liliane Gaspari, Manager
(32) Mayen Enodien, Project Manager

Projects

(33) Christophe Terrasse, Director
(34) Boriana Marinova, Senior Project Manager
(35) Pavlina Blazkova, Coordinator
(38) Muriel Ebrahime, Manager, Marketing
(32) Mayen Enodien, Project Manager, Marketing & Governance
(39) Nick Pergoot, Manager, IT
(40) Patsy Van Autreve, Manager
Finance

(41) André Fizaine, Director
(42) Benoît de Grand Ry, Senior Manager, Finance & HR
(43) Angela Rojas, Manager
(44) Isabelle De Greef, Assistant

Special Advisors

(46) Jan Ginneberge, Strategic Advisor, Corporate Services
(47) Chris Greensted, Senior Advisor, Quality Services
(48) Griet Houbrechts, Senior Advisor, Business School Services

Support Services

(45) Claude Loux, Coordinator, Office & Reception
(49) Ivana Marinkovic, Associate Director, Central and Eastern Europe
(50) Liliana Petrella, Special Advisor, Responsible Management Education
(51) Julio Urgel, Senior Advisor & Director of Development Projects in Cuba
# Financial Statements 2014

## BALANCE SHEETS: ASSETS

**All amounts are in Euros**

<table>
<thead>
<tr>
<th>Fixed Assets</th>
<th>Codes</th>
<th>31/12/2014</th>
<th>31/12/2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>I. Constitution expenses</td>
<td>20/28</td>
<td>2,170,102</td>
<td>2,242,961</td>
</tr>
<tr>
<td>II. Intangible assets</td>
<td>21</td>
<td>1,276</td>
<td>7,551</td>
</tr>
<tr>
<td>III. Tangible assets</td>
<td>22/27</td>
<td>2,089,475</td>
<td>2,164,340</td>
</tr>
<tr>
<td>A.1. Land and buildings (in freehold)</td>
<td>22/91</td>
<td>1,806,425</td>
<td>1,846,039</td>
</tr>
<tr>
<td>B.1. Plant, machinery and equipment (in freehold)</td>
<td>231</td>
<td>127,069</td>
<td>148,290</td>
</tr>
<tr>
<td>C.1. Furniture and vehicles (in freehold)</td>
<td>241</td>
<td>155,981</td>
<td>170,011</td>
</tr>
<tr>
<td>D. Leasing and other similar rights</td>
<td>25</td>
<td></td>
<td></td>
</tr>
<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>
<td></td>
</tr>
<tr>
<td>IV. Financial assets</td>
<td>28</td>
<td>79,351</td>
<td>71,070</td>
</tr>
<tr>
<td>A. Affiliated entities</td>
<td>280/1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>B. Other companies linked by participating interests</td>
<td>282/3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C. Other financial assets</td>
<td>284/8</td>
<td>79,351</td>
<td>71,070</td>
</tr>
<tr>
<td>D. Leasing and other similar rights</td>
<td>284</td>
<td></td>
<td></td>
</tr>
<tr>
<td>E.1. Other tangible assets (in freehold)</td>
<td>285/8</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current Assets</td>
<td>29/58</td>
<td>4,331,659</td>
<td>4,268,966</td>
</tr>
<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>
<td></td>
</tr>
<tr>
<td>B. Other amounts receivable</td>
<td>291</td>
<td></td>
<td></td>
</tr>
<tr>
<td>VI. Stocks and contracts in progress</td>
<td>3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A. Stocks</td>
<td>30/36</td>
<td></td>
<td></td>
</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>988,628</td>
<td>880,995</td>
</tr>
<tr>
<td>A. Trade debtors</td>
<td>40</td>
<td>696,553</td>
<td>597,284</td>
</tr>
<tr>
<td>B. Other amounts receivable</td>
<td>41</td>
<td>292,075</td>
<td>283,711</td>
</tr>
<tr>
<td>VIII. Investments</td>
<td>50/53</td>
<td>3,262,307</td>
<td>3,311,041</td>
</tr>
<tr>
<td>A. Own shares</td>
<td>50</td>
<td></td>
<td></td>
</tr>
<tr>
<td>B. Other investments and deposits</td>
<td>51/53</td>
<td>3,262,307</td>
<td>3,311,041</td>
</tr>
<tr>
<td>IX. Cash at bank and in hand</td>
<td>54/58</td>
<td>5,445</td>
<td>5,148</td>
</tr>
<tr>
<td>X. Deferred expenses and accrued revenue</td>
<td>490/1</td>
<td>75,279</td>
<td>71,782</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td>20/58</td>
<td>6,501,761</td>
<td>6,511,927</td>
</tr>
</tbody>
</table>
# Financial Statements 2014

**BALANCE SHEETS: LIABILITIES**

**All amounts are in Euros**

<table>
<thead>
<tr>
<th>Codes</th>
<th>31/12/2014</th>
<th>31/12/2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>10/15</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>4,185,267</td>
<td>4,045,446</td>
</tr>
</tbody>
</table>

**Social Funds**

I. Associative funds
   A. Initial patrimony
   B. Permanent means

II. Revaluation surplus

IV. Allocated funds

V. Profit carried forward
   Loss carried forward

VI. Investment grants

**Provisions**

VII. A. Provisions for liabilities and charges
   1. Pensions and similar obligations
   2. Taxation
   3. Major repairs and maintenance
   4. Other liabilities and charges
   B. Provisions for donations and legacies with right of recovery

**Creditors**

VIII. Amounts payable after more than one year
   A. Financial debts
      1. Subordinated loans
      2. Unsubordinated debentures
      3. Leasing and other similar obligations
      4. Credit institutions
      5. Other loans
   B. Trade debts
      1. Suppliers
      2. Bills of exchange payable
   C. Advances received on contracts in progress
   D. Other amounts payable
      1. Interest-bearing
      2. Non-productive of interest or with an abnormally low interest
      3. Securities received in cash

IX. Amounts payable within one year
   A. Current portion of amounts payable after more than one year
   B. Financial debts
      1. Credit institutions
      2. Other loans
   C. Trade debts
      1. Suppliers
      2. Bills of exchange payable
   D. Advances received on contracts in progress
   E. Taxes, remuneration and social security
      1. Taxes
      2. Remuneration and social security
   F. Other amounts payable
      1. Bonds, dividends and securities received in cash
      2. Other various debts producing interest
      3. Other various debts non-productive of interest or with an abnormally low interest

X. Accrued expenses and deferred revenue

Total Liabilities

<table>
<thead>
<tr>
<th>Codes</th>
<th>31/12/2014</th>
<th>31/12/2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>10/49</td>
<td>6,501,761</td>
<td>6,511,927</td>
</tr>
</tbody>
</table>
### Financial Statements 2014

**INCOME STATEMENT: EXPENSES**

All amounts are in Euros

<table>
<thead>
<tr>
<th>II. Operating expenses</th>
<th>Codes</th>
<th>1/1/2014-31/12/2014</th>
<th>1/1/2013-31/12/2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Raw materials, consumables and goods for resale</td>
<td>60/64</td>
<td>7,171,809</td>
<td>7,234,753</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>4,461,611</td>
<td>4,677,922</td>
</tr>
<tr>
<td>C. Remuneration, social security costs and pensions</td>
<td>62</td>
<td>2,371,851</td>
<td>2,092,571</td>
</tr>
<tr>
<td>D. Depreciation of and other amounts written off constitution expenses, intangible and tangible fixed assets</td>
<td>630</td>
<td>161,497</td>
<td>156,321</td>
</tr>
<tr>
<td>E. Increase (+); Decrease (-) in amounts written off stocks, contracts in progress and trade debtors</td>
<td>631/4</td>
<td>56,774</td>
<td>114,503</td>
</tr>
<tr>
<td>F. Increase (+); Decrease (-) in provisions for liabilities and expenses</td>
<td>635/7</td>
<td></td>
<td>(178,000)</td>
</tr>
<tr>
<td>G. Other operating expenses</td>
<td>640/8</td>
<td>120,076</td>
<td>100,815</td>
</tr>
<tr>
<td>H. Operating expenses capitalised as reorganisation costs</td>
<td>649</td>
<td></td>
<td></td>
</tr>
<tr>
<td>V. Financial expenses</td>
<td>65</td>
<td>43,994</td>
<td>42,337</td>
</tr>
<tr>
<td>A. Interest and other debt expenses</td>
<td>650</td>
<td>17,702</td>
<td>18,020</td>
</tr>
<tr>
<td>B. Increase (+); Decrease (-) in amounts written off current assets other than mentioned under II.E.</td>
<td>651</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C. Other financial expenses</td>
<td>652/9</td>
<td>26,292</td>
<td>24,317</td>
</tr>
<tr>
<td>VIII. Extraordinary expenses</td>
<td>66</td>
<td></td>
<td></td>
</tr>
<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>
<tr>
<td>XI. Profit for the period (transferred to profit carried forward)</td>
<td>70/67</td>
<td>139,821</td>
<td>173,987</td>
</tr>
<tr>
<td>Total</td>
<td>60/67</td>
<td>7,355,624</td>
<td>7,451,077</td>
</tr>
</tbody>
</table>
## Financial Statements 2014

### INCOME STATEMENT: REVENUES

*All amounts are in Euros*

<table>
<thead>
<tr>
<th></th>
<th>Codes</th>
<th>1/1/2014-31/12/2014</th>
<th>1/1/2013-31/12/2013</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>I. Operating revenue</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A. Turnover</td>
<td>70/74</td>
<td>7,317,488</td>
<td>7,430,057</td>
</tr>
<tr>
<td>B. Increase (+); Decrease (-) in stocks of finished goods, work and contracts in progress</td>
<td>70</td>
<td>3,972,490</td>
<td>4,015,502</td>
</tr>
<tr>
<td>C. Own construction capitalised</td>
<td>71</td>
<td></td>
<td></td>
</tr>
<tr>
<td>D. Membership fees, donations, legacies and subsidies</td>
<td>73</td>
<td>2,843,044</td>
<td>2,914,961</td>
</tr>
<tr>
<td>E. Other operating revenue</td>
<td>74</td>
<td>501,954</td>
<td>499,594</td>
</tr>
<tr>
<td><strong>IV. Financial revenue</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A. Revenue from financial fixed assets</td>
<td>750</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>B. Revenue from current assets</td>
<td>751</td>
<td>14,855</td>
<td>18,601</td>
</tr>
<tr>
<td>C. Other financial revenue</td>
<td>752/9</td>
<td>3,281</td>
<td>2,413</td>
</tr>
<tr>
<td><strong>VII. Extraordinary revenue</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A. Adjustments to depreciation of and to other amounts written off intangible and tangible fixed assets</td>
<td>760</td>
<td>20,000</td>
<td></td>
</tr>
<tr>
<td>B. Adjustments to amounts written off financial fixed assets</td>
<td>761</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C. Adjustments to provisions for extraordinary liabilities and expenses</td>
<td>762</td>
<td></td>
<td></td>
</tr>
<tr>
<td>D. Gain on disposal of fixed assets</td>
<td>763</td>
<td></td>
<td></td>
</tr>
<tr>
<td>E. Other extraordinary revenue</td>
<td>764/9</td>
<td>20,000</td>
<td></td>
</tr>
<tr>
<td><strong>XI Loss for the period</strong></td>
<td>67/70</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>70/77</td>
<td>7,355,624</td>
<td>7,451,077</td>
</tr>
</tbody>
</table>

### Revenue Breakdown

- **Business schools (31%)**
- **Corporate (6%)**
- **Conferences (18%)**
- **Quality services (35%)**
- **Contracts & Projects (4%)**
- **Other (6%)**
## Financial Statements 2014
### FORECAST 2015

<table>
<thead>
<tr>
<th>Description</th>
<th>(EUR 000s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>OPERATING REVENUE</td>
<td>7,605</td>
</tr>
<tr>
<td>DIRECT EXPENSES</td>
<td>(1,658)</td>
</tr>
<tr>
<td><strong>OVERHEADS</strong></td>
<td></td>
</tr>
<tr>
<td>Personnel (incl. regular consultants &amp; interim personnel)</td>
<td>(4,294)</td>
</tr>
<tr>
<td>Rent &amp; Maintenance</td>
<td>(170)</td>
</tr>
<tr>
<td>Office Equipment</td>
<td>(85)</td>
</tr>
<tr>
<td>Administrative expenses</td>
<td>(95)</td>
</tr>
<tr>
<td>Printing materials</td>
<td>(45)</td>
</tr>
<tr>
<td>Travel &amp; related expenses</td>
<td>(290)</td>
</tr>
<tr>
<td>Fees (external consultants &amp; miscellaneous services)</td>
<td>(435)</td>
</tr>
<tr>
<td>Telecommunication expenses</td>
<td>(25)</td>
</tr>
<tr>
<td>Other overhead expenses</td>
<td>(150)</td>
</tr>
<tr>
<td>Depreciation on fixed assets</td>
<td>(170)</td>
</tr>
<tr>
<td>Amounts written down on debts</td>
<td>(50)</td>
</tr>
<tr>
<td>Financial &amp; Exceptional results</td>
<td>(16)</td>
</tr>
<tr>
<td><strong>TOTAL OVERHEADS</strong></td>
<td>(5,825)</td>
</tr>
<tr>
<td><strong>NET RESULT (3)</strong></td>
<td>122</td>
</tr>
<tr>
<td><strong>CASH FLOW (3) + (1) + (2)</strong></td>
<td>342</td>
</tr>
</tbody>
</table>
Financial Statements 2014

COMMENTS

Comments on the Balance Sheet 2014

At year-end 2014, the social funds amounted to €4,185,267 while the long-term debt equaled €434,798. Long-term resources represented a total of €4,620,065 and were partly used to finance the fixed assets amounting to €2,170,102. EFMD’s cash position was positive at €3,267,752.

Intangible assets (code 21) cover IT software and website development, while the tangible assets encompass the EFMD office premises (Rue Gachard 88, 4th and 5th floor) (code 22/91), 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 285/8) represent mainly cash advances for social security.

The trade debtor account (code 40) amounts to €988,628.

- These amounts represent mainly invoices for EQUIS, EPAS or Projects due at the end of the year (€460,827), invoices to be issued (€166,612) and advances to suppliers (€43,179).
- Invoices pre-dating 2014 have been totally written off. They represent about 1.5% of the total invoicing.
- Other amounts receivable (code 41) (€292,075) represent various debtors including a loan towards the Asia office (€250,000).

The amounts payable within one year (€1,382,038) include:

- Annuities on loans for 2015 totalling €33,708 (code 42).
- Invoices to be received and ordinary debts to suppliers equal to €628,112 (code 440/4).
- Advances received on European contracts (€450,130), which directly increased the cash position.
- Social security liabilities, essentially some tax liabilities and various creditors amounting to €270,088.

Comments on the Income Statement 2014

EFMD’s operating revenue (€7,317,488) saw a slight decrease of 1.5% compared to 2013. Membership dues and conference activities decreased by 2.5%, while the Quality Services activities increased by 2%. Nominal business school membership has indeed decreased as schools now also belong to EFMD Global Network (EFMD GN). The increase in Quality Services activities is mostly due to an ever-increasing number of schools and programmes accredited or re-accredited. Revenues from contracts & projects have decreased as few projects ended in 2014.

Operating expenses (€7,171,809) decreased by 1% compared to 2014 (€7,234,753), mostly due to the decrease of direct expenses linked to these activities.

The net result in 2014 is €139,821 and the cash flow amounted to €358,092. Overall, EFMD is again in the comfortable position in 2015 of being able to fund strategic investments and strengthen current activities with projected surpluses.

Comments on the Forecast 2015

The operating revenue should be slightly higher than in 2014 (+4%) due to an increase in turnover of EFMD conferences and the invoicing of project activities which will end in 2015.

Direct expenses will increase moderately while personnel expenses will remain stable and other overheads will decrease.

The net result is projected to be in the range of €122,000 and the cash flow at €342,000. These figures are in the range of last year’s results (€139,821/358,092).

Given that the annuities of the loan on the real estate represent only €33,708, 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 2015.
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 includes our opinion on the annual accounts, as well as the required additional statements. The annual accounts include the balance sheet at December 31st 2014, the income statement for the year then ended, and the disclosures.

Report on the annual accounts – Unqualified opinion

We have audited the annual accounts of the internal non-profit organisation EFMD for the year ended December 31st 2014, which show a balance sheet total of € 6,501,760,57 and a profit for the year of € 139,821.34.

Responsibility of the board of Directors for the preparation of the annual accounts

The board of Directors is responsible for the preparation of annual accounts that give a true and fair view in accordance with the financial-reporting framework applicable in Belgium, and for such internal control as the board of Directors determines is necessary to enable the preparation of annual accounts that are free from material misstatement, whether due to fraud or error.

Responsibility of the statutory auditor

Our responsibility is to express an opinion on these annual accounts based on our audit. We conducted our audit in accordance with International Standards on Auditing (ISAs). Those standards require that we comply the ethical requirements and plan and perform the control to obtain reasonable assurance whether the annual accounts are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the annual accounts. The procedures selected depend on the statutory auditor’s judgment, including the assessment of the risk of material misstatement of the annual accounts, whether due to fraud or error. In making those risk assessment, the statutory auditor considers the foundation’s internal control relevant to the preparation of annual accounts that give a true and fair view, in order to design control procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity’s internal control. An audit also includes evaluating the appropriateness of valuation rules used and the reasonableness of accounting estimates made by board of Directors, as well as evaluating the overall presentation of the annual accounts.
We have obtained from board of Directors and association officials the explanations and information necessary for our audit.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

*Unqualified opinion*

In our opinion, the annual accounts of the international non-profit organisation EFMD give a true and fair view of the association’s equity and financial position as at December 31st 2014, and of the results of its operations for the year then ended, in accordance with the financial reporting framework applicable in Belgium.

*Report on other legal and regulatory requirements*

The board of Directors is responsible for the compliance with the Law of 27 June 1921 on non-profit organisations, international non-profit organisations and foundations, with the by-laws and with legal and regulatory requirement regarding bookkeeping.

In the context of our mandate and in accordance with the Belgian standard which is complementary to the International Standards on Auditing (ISAs) as applicable in Belgium, our responsibility is to verify, in all material respects, compliance with certain legal and regulatory requirements. On this basis, we make following additional statements, which to not modify our opinion on the annual accounts:

- 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 breach of the by-laws or of the Law of 27 June 1921 on non-profit organisations, international non-profit organisations and foundations that we have to report to you.

Brussels, March 23rd 2015

SCCRL PVMD Représentant d'entreprises
Statutory auditor
Represented by Alain CHAEREELS
Legal auditor