

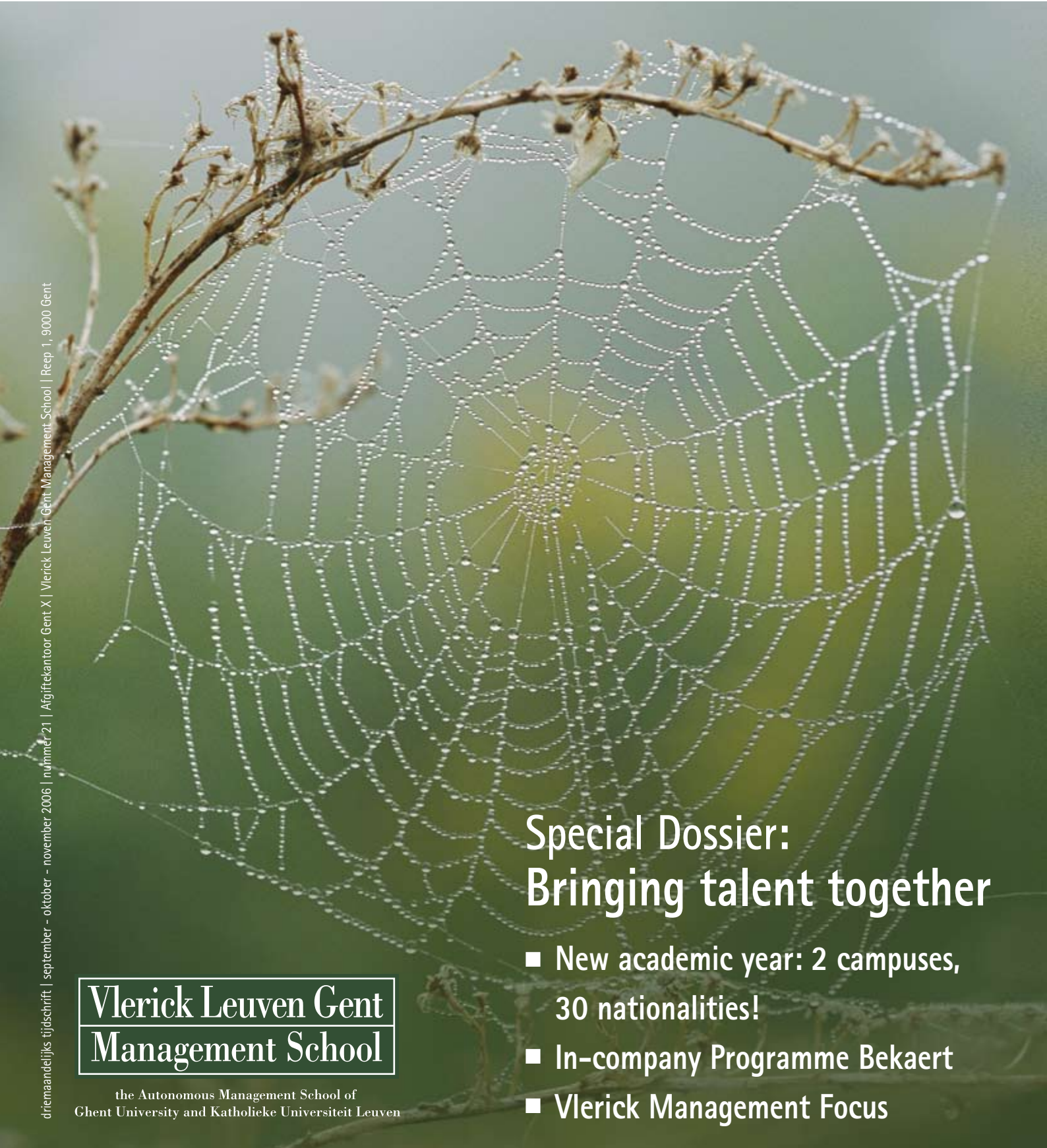
Orator

THE HOUSE MAGAZINE OF VLERICK LEUVEN GENT MANAGEMENT SCHOOL

WWW.VLERICK.BE

Toelating gesloten verpakking
nr. 03/60 | P108002

BELGIË-BELGIQUE
P.B. GENT X
3/496



driemaandijks tijdschrift | september - oktober - november 2006 | nummer 21 | Afgiftekantoor Gent X | Vlerick Leuven Gent Management School | Reep 1, 9000 Gent

**Vlerick Leuven Gent
Management School**

the Autonomous Management School of
Ghent University and Katholieke Universiteit Leuven

Special Dossier: Bringing talent together

- New academic year: 2 campuses,
30 nationalities!
- In-company Programme Bekaert
- Vlerick Management Focus

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Beste lezer,

Onze School koestert grootse plannen bij de start van het nieuwe academiejaar. De opening van de vernieuwde campus in Leuven waar halsreikend naar uitgekeken wordt, zal daarbij een absoluut hoogtepunt vormen.

Campus Leuven is niet alleen een volgende mijlpaal in de internationalisatiestrategie van onze School maar ook een belangrijk signaal van ons engagement naar de K.U.Leuven als peteruniversiteit. Bovendien zorgt de campus ook voor een fysieke verankering tussen de School en de Universiteit.

De uitbouw van een nieuwe sterke campus in Leuven is ook geografisch van strategisch belang. Niet alleen de ligging nabij Brussel en de grotere bereikbaarheid vanuit andere provincies spelen een rol. Als professionele businessschool wil de Vlerick Leuven Gent Management School tevens een katalysator zijn in de Leuvense kennisregio door onderzoek en praktijk dicht bij elkaar te brengen. Genoeg stof voor ons speciaal dossier in dit nummer!

Onze School verwelkomt ook dit jaar heel wat nieuwe studenten uit de vier hoeken van de wereld. We spraken met enkelen en vroegen hen naar hun verwachtingen.

Dear reader,

It's the start of the new academic year and our School has big plans afoot. The eagerly awaited opening of the renovated campus in Leuven will definitely be one of the highlights of the coming months.

Leuven campus not only marks a new milestone in the School's internationalisation strategy, but also sends an important message to K.U.Leuven confirming our commitment to one of our parent universities. Moreover, the new campus will firmly establish a physical link between the School and the university.

The development of a new and better campus in Leuven is also of strategic importance geographically. Its location close to Brussels and the improved accessibility from other provinces are key factors. But that's not all. As a professional business school, Vlerick Leuven Gent Management School also wants to act as a catalyst in the Leuven knowledge region by bridging the gap between research and the real world of business. Plenty of topics of discussion for our special dossier in this issue!

This year our School once again welcomes many new students from all corners of the globe. We talked to a few of them and asked them about their hopes and expectations.

Hilde Van Lysebeth
Editor

Orator

September 2006, n° 21

THE HOUSE MAGAZINE OF
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CREDITS:

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Special Dossier

Bringing talent together

With the prospect of the inauguration of the renovated Leuven campus looming, this special dossier focuses on the School as a catalyst for an innovative, creative and internationally oriented economy. The campus in Leuven is not only strategically important to the School itself; it also fills a gap in the Leuven knowledge region in the field of management training and coaching. Acting as a bridge between academic research and its implementation in practice is a role that the School fulfils not just in its capacity as the business school of Ghent University and K.U.Leuven, however. As the knowledge centre of Flanders DC – a platform set up by the Flemish government in 2004 to provide support and heighten companies' awareness of innovative and creative entrepreneurship – it ensures that academic research is channelled through to the business community and that it is translated into practical tools and training programmes.

Leuven campus committed to the future

With K.U.Leuven and Ghent University as its two parent universities, it follows that Vlerick Leuven Gent Management School has two campuses, one in Ghent and the other in Leuven. Following the relocation of the Ghent campus in 2003, attention shifted to Leuven. The main items on the agenda were creating more space for researchers, lecturers and classrooms, and extending facilities to meet the needs of an international student body and executive course participants. The expansion and renovation of the campus is much more than just a logistic exercise, however.

Based on interviews with Prof. Roland Van Dierdonck, Dean of Vlerick Leuven Gent Management School, Mr Patrick De Greve, General Director of Vlerick Leuven Gent Management School, Prof. Leo Sleuwaegen, Leuven Campus Associate Dean, and Prof. Jef Roos, Honorary Chairman of the Voka network of businesses and Chairman of the Board of Directors of K.U.Leuven.

'Twas the night before Christmas...

It is a fairly well-known fact that Vlerick Leuven Gent Management School has its roots in Ghent. In 1999, however, when the School signed a management agreement with K.U.Leuven and Ghent University, it was established that there would also be a campus in Leuven. This campus would, first and foremost, offer K.U.Leuven's international MBA programme, which would henceforth be part of the School's curriculum. The search for a suitable site ended on Christmas Eve – a nice symbolic touch. The former engineering school in Vlamingenstraat – the *école polytechnique* – was transformed in no time into the School's Leuven campus with the help of the university. Although the infrastructure met the minimum requirements, not all the facilities that students doing an international MBA programme expect to see were available. The shortage of space for researchers and lecturers was another obstacle. Some were given offices in the nearby economics faculty, but the distance, short as it was, was not conducive to interaction with the students. Moreover, the range of courses available for executives, usually organised off campus, was deliberately not expanded due to lack of space. In 1999 it was not yet apparent how the

campus in Leuven should evolve, so the School held off on its expansion plans for a while. The thriving success of the international full-time MBA programme, which was attracting more and more students every year from a growing number of different countries, meant that the need for a larger and better campus eventually became acute.

One school, two campuses

Besides creating more space and accommodation, the renovated campus also

"The university's exceptional pool of talent gives the campus an extra boost of oxygen."

serves strategic interests. "It was established in the management agreement right from the word go that the School would develop two equivalent campuses," explains Vlerick Dean Roland Van Dierdonck. "The expansion and renovation of our campus in Leuven therefore

sends an important signal to K.U.Leuven confirming our commitment, because as long as you simply lease a building from someone, your relationship tends to lack that commitment. The new campus will firmly establish a physical link between the university and the School. From a psychological point of view it's important for both universities to realise that they have their own management school on hand and can make use of it when need be. Our experience with the new campus in Ghent also taught us that it's vital to really feel part of a campus. Students and executive participants form a symbiotic community and want to meet one another on campus. When executives see students, it indicates to them that the School is an academic working establishment and is not just following fashion trends. Conversely, students get the message that the theory they're learning is relevant in the real business world. The presence of researchers and professors also fosters interaction and has an intellectually stimulating effect. However, the building in Leuven was too small to really create that campus atmosphere." Nevertheless, the School deliberately opted to keep the campus in the centre of Leuven, between the faculty buildings of K.U.Leuven. "Initially, with the full-time MBA programme in Leuven, we had a

mono-product campus and we were determined to change that,” explains General Director Patrick De Greve. “The deliberate choice of a central location was mainly prompted by the infrastructure and facilities that a university town like Leuven has to offer. The proximity of various faculties of K.U.Leuven will also intensify collaboration with the university’s lecturers and professors, in terms of both teaching and research. Access to that exceptional pool of talent gives the campus an extra boost of oxygen.”

Natural 'biotope'

With its international MBA programme and prime location near Brussels, initially the idea was that the campus in Leuven would become the international arm of the School. Not only the School’s programmes but also its research would be planned with this in mind. This strategy is now somewhat superseded, as Ghent already has numerous international pro-

grammes. Although they are equivalent, the campuses in Ghent and Leuven are far from being identical twins. Splitting the School’s five competence centres is difficult in practical terms and would not yield any additional benefit. In practice, the research centres within the competence centres are based either in Ghent or Leuven, depending on their field of research. “The decision as to where you house a particular research centre is something that develops naturally – you have to have a critical mass and a strategic context,” explains Professor Sleuwaegen, Leuven Campus Associate Dean. “Flanders DC is a good example of that. With the number of researchers that we’ve gathered together around the knowledge centre of Flanders DC in Leuven, we have the critical mass to enable this research unit to operate in its own right. Another factor that determines whether a research unit is based in Ghent or Leuven is the natural breeding

ground the location offers. The proximity of the European institutions in Brussels makes it a logical choice for Leuven campus to focus more on the subject of ‘Doing Business in Europe’, which includes, for example, projects exploring the competitiveness of various regions within Europe or the allure of particular regions and countries for foreign investors. Projects are also being set up on legal aspects and topics such as CSR in Europe. This kind of research invariably involves benchmarking, which entails systematically documenting good practices of other regions in Europe. Looking to the future, the plan is to publicise the results via seminars.”

“As regards the issue of ‘Technological Venturing’, Leuven again has the advantage of being situated within a natural ‘biotope’ of innovative knowledge companies,” adds Van Dierdonck. “Naturally, what we have here is a win-win situation in which research and practical know-how are shared.” And the symbiosis gives students a taste of what is in store for them. De Greve again: “For MBA students interested in technological venturing it’s great for them to be able to see for themselves at the end of their course, during their work placement, how an entrepreneur prepares his business plan to move on to the next round of investment financing. We give students the chance to get their hands dirty and find out what real business is like, but as a management school that means you have to be close to the action.”

Breeding ground for talent

Talent is much sought after because it is a scarce commodity. Not so much in terms of numbers – the fact is that globalisation has quickened the pace of the brain drain and more and more companies around the globe are now crying out for talented people with the right profiles. In this respect the new campus of Vlerick Leuven Gent Management School is a blessing for the knowledge companies in and around Leuven. The School has expanded its already extensive international network of former students with 750 MBA alumni of K.U.Leuven. Over the past 12 months seven international chapters have been established by alumni, specifically in The Hague, Paris,

Students and executive participants form a symbiotic community and want to meet one another on campus.



London, Frankfurt, New York, Beijing and St Petersburg. De Greve: "I think that, as a reputable international management school, we're doing the business community in this country a favour. Talent that they usually have to spend a fortune head-hunting and recruiting, we bring straight to their door. We've expanded our Career Services and made it more professional, thus optimising the recruitment of our students by companies. Some Belgian firms with registered offices abroad, in China for instance, have every reason to take on a Chinese student who is doing an MBA with us, train him in the parent company and then have him run the business in China. Often things happen the other way round: they bring someone with no background knowledge of Europe over here to do a course."

Management school fills gap in knowledge region

It is anticipated that, compared to Ghent, the renovated Leuven campus will attract potential participants to our non-residential executive programmes from a different catchment area, specifically from the provinces of Flemish Brabant, Limburg and Antwerp. The many international companies on the outskirts of Brussels are also a target group. Leuven itself is well-known as a very dynamic knowledge region and, according to Sleuwaegen, this brings the School face-to-face with some exciting challenges: "Discussions are currently in progress between Leuven, Aachen and Eindhoven, which want to work more closely together as a technology triangle. With the infrastructure and accommodation that the campus in Leuven will give us, we can become an important partner on the academic and business front." Henceforth the numerous spin-off companies of K.U.Leuven will also be able to make use of the management school more easily. "Technological venturing, innovation and entrepreneurship are extremely relevant issues for spin-offs," according to De Greve. "It's just that they can barely find time to come to us. So as well as offering courses, we're developing alternative options such as contract research or coaching to support them. There's currently a lack of management training



Prof. Jef Roos, Prof. Roland Van Dierdonck, Prof. Leo Sleuwaegen and Mr Patrick De Greve.

and coaching available in the region, so that's one area where we can play an important role." Professor Jef Roos, Honorary Chairman of the Voka network of businesses and Chairman of the Board of Directors of K.U.Leuven, fully concurs with this view: "We need the input of an academic management school that will transform the region into a sort of Flemish Silicon Valley, where a cluster of

panies to share experiences within the context of a network, but no provision has yet been made for formal training or coaching. A management school, firmly established in the Leuven region, therefore has an important task to perform in bridging the gap between university and business community." ■

"The School has an important task to perform in bridging the gap between the university and the business community."

companies involved in micro-electronics, biomedical technology and materials technology can develop and grow. Without institutions like Vlerick Leuven Gent Management School, this kind of initiative would have to be undertaken anyway, but the process would just not be so professional or swift. Leuven Inc. may be an initiative that allows compa-

De Nederlandstalige versie van dit artikel vindt u op www.vlerick.be/news/magazine

Interview with Prof. Marc Vervenne, Rector of K.U.Leuven

'By joining forces we can put ourselves on the map internationally'

During the coming academic year the first students will move into the refurbished Leuven campus. Encircled by the buildings of K.U.Leuven, the new campus cements the bond between the School and its parent university. A symbolic moment to talk to Rector Marc Vervenne about his views on the collaborative relationship with the School and his hopes for the future.

Synergy

The early years of a marriage of convenience are not always plain sailing, but once the partners get to know one another better they learn how each can complement and strengthen the other. This scenario certainly applies to the relationship between VlerickLeuvenGentManagement School and K.U.Leuven, which signed a management agreement in 1999 and, together with Ghent University, became a parent university of the School. Professor Marc Vervenne, who has been actively involved in the process as Vice-Rector since 2000 and as Rector since last year, still remembers this period vividly: "Within the Faculty of Economics and Applied Economics at that time we had –



Prof. Marc Vervenne, rector K.U. Leuven

and still do have – training and research programmes that tied in with those offered by the School. Our MBA programme was thriving internationally. Integrating that programme into the School caused some friction initially; understandably, as it's not easy to give up something that you've worked so hard to build. Looking at it from a more positive angle, this was a unique opportunity to pool our expertise and raise our European and international profile in the field of management studies. That's why I see it as a challenge to rally faculties and departments and to get them involved in the School so as to avoid unhealthy competition and achieve a win-win situation within a stimulating competitive environment. The Policy Research Centre "Entrepreneurship, Enterprises and Innovation" clearly illustrates that this kind of involvement can yield rich rewards for both the School and the university. To secure the future of the School, it's therefore crucial to fully exploit the research competencies of its affiliated universities so as to build on our present success. I'm very much in favour of developing a partnership structure for the School, in which the universities can take their place as research partners."

Bridge to the business world

The new Leuven campus opens up the prospect not only of more intense cooperation between the School and K.U.Leuven, but also of collaboration with businesses in the Leuven area. The School creates a link between the university and a professional business school. With 70 spin-off companies to its credit,

K.U. Leuven is an important catalyst for the knowledge-intensive industry in Flanders. Firmly established on a strong campus in Leuven, Vlerick Leuven Gent Management School can contribute to increasing the quality and quantity of fundamental university research implemented in practice. Prof. Vervenne: "A university is all about independent research, while a management school is – by its very nature – closer to the business world. As a result of the close ties with its parent universities, the School serves as an important bridge between academic research and the business community. On the one hand, university researchers are in a position to freely conduct research without being bound primarily by commercial considerations and have room to develop their talent; on the other hand, the School's network gives them the opportunity to introduce new management ideas to industry. I like to compare it to the K.U.Leuven chair system where, for instance, pharmaceutical companies invest in the Faculty of Medicine for two or three years, giving researchers the necessary freedom to explore avenues that might not come to anything in the short term. Besides management training and research, I expect new synergies with the School in that field, too." ■

 De Nederlandstalige versie van dit artikel vindt u op www.vlerick.be/news/magazine

Een vruchtbaar en creatief eerste werkjaar met een mooie oogst van tastbare resultaten. Daarop kunnen Lorin Parys, directeur van Flanders DC vzw, en Bieke Dewulf, manager van het Kenniscentrum, terugblikken. Als ze ook maar een fractie van hun ondernemend enthousiasme op bedrijfsleiders, de overheid en het brede publiek hebben overgebracht, ziet het er voor de economie in Vlaanderen veelbelovend uit!



Flanders DC verspreidt creativiteitsmicrobe

Katalysator voor een creatieve economie

Waar staat Flanders DC voor? We frissen het geheugen even op.

In februari 2004 organiseerde de Vlaamse overheid 'Flanders, District of Creativity', een interregionale conferentie in het teken van ondernemerschap, creativiteit en innovatie. Na dit evenement liet de overheid het niet bij mooie woorden en richtte in juli 2004 de vzw Flanders DC op met als doel de economie in Vlaanderen naar een hoger niveau te tillen. Uit een studie waarin prof. dr. Leo Sleuwaegen en zijn team (2005) de uitdagingen voor de Vlaamse economie in kaart gebracht hadden, bleek dat Vlaanderen nood heeft aan een creatief groeimodel om concurrentieel te blijven. Via onderzoek en opleiding, sensibilisering en internationale samenwerking wil Flanders DC dit in de praktijk omzetten. Ze steunt daarbij op drie pij-

lers, namelijk ondernemerschap, innovatie en internationalisatie. Om deze missie te verwezenlijken bracht de overheid de belangrijkste vertegenwoordigers van het economisch veld in Vlaanderen bijeen in de raad van bestuur van de vzw.

Onderzoek als voedingsbodem

Als partner van Flanders DC kreeg de Vlerick Leuven Gent Management School de rol van kenniscentrum toegewezen. Bieke Dewulf is heel tevreden over het eerste werkjaar: "In het begin was het wat zoeken om al onze onderzoekers en expertise in ondernemerschap, innovatie en internationalisatie samen te brengen en als kenniscentrum te organiseren. Intussen werden al meer dan 15 onderzoeksprojecten opgestart waarvan al enkele zijn opgeleverd. Het enthousiasme van onze onderzoekers, zowel in Leuven als in Gent, heeft het onderzoek in een

echte stroomversnelling gebracht."

De meeste onderzoeken lopen van een half jaar tot een jaar. Sommige macro-economische projecten zijn dan weer gespreid over meerdere jaren maar er wordt telkens tussentijds gerapporteerd. Omdat het opzet van Flanders DC heel pragmatisch is en op korte termijn een dynamiek op gang wil brengen in de Vlaamse economie, zijn de onderzoeksresultaten niet bestemd voor de archieven van een select clubje maar beschikbaar voor iedereen via de portaal-site van de vzw en via de website van de School. Dat geldt ook voor de praktijkgerichte tools die de verschillende competentiecentra van de School op basis van het onderzoek ontwikkelen.

Lorin Parys ziet ook al de impact van het onderzoek: "Het is belangrijk dat we op korte termijn met concrete resultaten naar buiten komen en daar zijn we al vrij

goed in geslaagd. Een van onze studies bijvoorbeeld, bracht in kaart hoe creatief de economie in onze centrumsteden is. Die resultaten konden niet alleen op heel wat aandacht in de pers rekenen maar werden ook opgenomen in de beleidsbrief van de minister van stedenbeleid. Intussen kregen we al aanvragen van andere steden die willen weten hoe creatief hun economie is. Dat maakt ons sterk dat het thema leeft in Vlaanderen en we op het goede spoor zitten. Momenteel werken we met prof. dr. Herman Van den Broeck van het competentiecentrum Mens en Organisatie ook aan een online leerplatform voor ondernemers. Het gaat om een selfassessmenttool waarmee de ondernemer via een sterkte-zwakte-analyse te weten komt of hij de nodige competenties in huis heeft om innovatief te zijn.”

Inspireren

Met partners als de Vlerick Leuven Gent Management School, Unizo, Voka, FIT, de Kamers van Koophandel en het Vlaams Agentschap Ondernemen staat Flanders

DC in rechtstreeks contact met het Vlaamse ondernemerslandschap. Elke partner werkt als het eerste dominoblokje in de rij door via zijn kanalen het onderzoek, de inzichten en de tools die in het kenniscentrum gegenereerd worden tot bij de ondernemer en het brede publiek te brengen. Lorin Parys: “Toen we bijvoorbeeld de ‘GPS voor Ondernemingen’ hadden klaargestoomd, een brainstormtoolkit om het innovatieproces in bedrijven op gang te brengen, hebben we onder meer mensen van Unizo, het Vlaams Agentschap Ondernemen en de Kamers van Koophandel opgeleid. Zij informeren op hun beurt hun leden of klanten.”

Vanuit dezelfde filosofie neemt de Vlerick Leuven Gent Management School de onderzoeksresultaten op in haar opleidingen en organiseert ze in het najaar gratis sessies voor managers en ondernemers uit alle sectoren onder de noemer ‘Creativity talks’ waarin de afzonderlijke onderzoeksprojecten voorgesteld worden en best practices naar voren gebracht worden. Er wordt al eens beweerd dat onder-

nemingszin bij jongeren nog tijdens hun opleiding in de kiem gesmoord zou worden. Samen met Vlerick nam Flanders DC de proef op de som en lanceerde de Winter Academy, een vierdaags evenement waarvoor laatstejaarsstudenten en pasafgestudeerden zich kandidaat konden stellen. Uit de meer dan 800 kandidaten werden 25 high potentials met verschillende achtergrond geselecteerd voor een intensief bad van creativiteit en innovatie.

Geen vrijblijvend pretreisje want aan het einde van het vierdaagse seminarie moesten de studenten een stevig businessplan voorleggen dat niet alleen creatief en innovatief moest zijn maar ook implementeerbaar. “In Vlaanderen gaan we er prat op sterk te zijn in het overdragen van parate kennis”, aldus Parys, “maar die kennis omzetten in de praktijk blijkt niet altijd evident.

Vaak blijven we denken zoals we al dachten en daarom is kruisbestuiving tussen verschillende disciplines zeer interessant. Op dat snijvlak zien we vaak echte innovatie.”



Tijdens de Winter Academy kregen jongeren een intensief bad van creativiteit en innovatie.

Sensibiliseren

Creatief en innovatief denken is niet alleen voor high potentials. Met de sensibiliseringscampagne 'Jij bent Flanders' Future' wil Flanders DC elk individu in de maatschappij aan het denken zetten, of het nu zelfstandigen, arbeiders, wetenschappers of bedrijfsleiders zijn. De campagne wil een dynamiek op gang brengen door creatieve mensen als rolmodel naar voren te schuiven. Ook de Vlerick Leuven Gent Management School gelooft sterk in dat concept. Bieke Dewulf: "Vertrekkend vanuit het idee dat mensen zich makkelijker spiegelen aan hun gelijken, heeft prof. Hans Crijns en zijn team een pool samengesteld van een 25-tal succesvolle en innovatieve ondernemers die hun verhaal willen delen. Als Flanders DC Fellows worden ze opgeleid om hun ervaring op een boeiende manier over te brengen. Het is de bedoeling dat bedrijven, organisaties of scholen binnenkort een beroep op hen kunnen doen."

Grenzeloze creativiteit: het Creativity World Forum

Flanders DC wil niet alleen de creativiteit van de Vlamingen wakker schudden maar hen ook aansporen om letterlijk grenzen te verleggen. Lorin Parys: "Internationale samenwerking is een belangrijk punt op onze agenda. In Vlaanderen hebben we het soms moeilijk om weg te komen van onder de kerktoeren. We hebben vaak wel de intrinsieke competenties maar houden halt aan de grens van onze regio. Daarom hebben we het idee opgevat om een tweemaal Creativity World Forum te organiseren. De eerste editie vond plaats in Leuven in 2004. In november dit jaar brengen we opnieuw bedrijfsmensen, beleidsmakers en onderzoekers uit tien van de meest competitieve regio's in de wereld samen om ervaringen en best practices uit te wisselen. Sprekers die je moet gezien hebben zijn o.a. John Cleese over hoe je een creatieve omgeving creëert, Dan Pink over welke ondernemersvaardigheden cruciaal worden in de toekomst en de Vlaamse wetenschapper-zakenvrouw Sophie Vandebroek, wereldwijde CTO bij Xerox. Behalve presentaties van vooraanstaande professionals inzake innovatie worden er ook workshops georganiseerd binnen elk van de drie tracks, namelijk beleid, onderzoek en de bedrijfs-



Bieke Dewulf, Manager Kenniscentrum en Lorin Parys, Directeur Flanders DC

praktijk. Inhoudelijk zijn de sessies academisch onderbouwd maar ook praktijkgericht. Een bedrijfsleider moet naar buiten kunnen stappen met een checklist van 'to do's en pitfalls'. De conferentie wil ook netwerking stimuleren en in dat opzicht hebben we een primeur in petto. Elke deelnemer krijgt bij aankomst een interactief handheld device waarin hij niet alleen afspraken kan noteren maar waarmee hij ook berichtjes kan versturen en het profiel van andere deelnemers opvragen. Onmogelijk om een interessant contact mis te lopen dus!" ■

Meer Info

www.flandersdc.be
www.creativityworldforum.be
www.vlerick.be/flandersdc
www.creativitytalks.be

E The English version of this article is available at www.vlerick.be/news/magazine

Partners Flanders DC



'Finance for non-financial managers', zo heet het in-company programma dat de Vlerick Leuven Gent Management School samen met Bekaert ontwikkelde. Intussen wordt het tweemaal per jaar gegeven en maakt het standaard deel uit van het opleidingstraject dat kaderleden van managementteams en senior projectmanagers van Bekaert uit alle hoeken van de wereld doorlopen. Joris De Snoeck, Group Training & Development Manager bij Bekaert maakt een balans op.

In-company programma bij Bekaert

'Glashelder, didactisch en klaar-voor-gebruik'

■ Welke rol speelt Management Development in het verwezenlijken van de strategie van Bekaert?

Joris De Snoeck: "Onze onderneming heeft een lange traditie in het ontwikkelen van een loopbaanpad voor haar werknemers. Welke competenties (verder) ontwikkeld moeten worden bij wie is een essentiële vraag die een belangrijke rol speelt bij het verwezenlijken van onze doelstellingen. Zowel voor nieuwe medewerkers als voor technologen resulteerde dit reeds in een stevig en coherent opleidingsplan dat wereldwijd vruchten afwerpt. In het financiële domein beseften we echter dat we die coherentie misten en daarom beslisten we medio 2005 om de verschillende bestaande programma's te stroomlijnen."

■ Waarom hebben jullie gekozen voor een interne vorming en waarom opteerden jullie voor de Vlerick Leuven Gent Management School?

Joris De Snoeck: "We beschikten al over een extern opleidingspakket, maar dat was enerzijds te generiek en anderzijds niet flexibel genoeg. Een tailor-made oplossing met voorbeelden uit de Bekaert-praktijk drong zich op. Bovendien wilden we dat alle leden van managementteams niet enkel kunnen volgen als er over financiën wordt gepraat, maar dat ze kritische vragen stellen en kunnen meedenken.

Van onze senior projectmanagers verwachten we dan weer dat hun technische vaardigheden aangevuld worden met degelijke financiële argumenten wanneer ze een businessplan uitwerken. De belangrijkste reden waarom we voor Vlerick kozen, is de didactische onderbouw: uit ervaring weten we dat de docenten van de school in staat zijn om deze materie op een aantrekkelijke en heldere manier voor te stellen en te onderbouwen met boeiende cases en business games."

■ In hoeverre is de opleiding tailor-made en hoe werd ze onthaald door uw managers?

Joris De Snoeck: "Professoren van Vlerick en deskundigen van Bekaert staken de koppen bij elkaar. Het resultaat is een praktische opleidingsmodule van 4 dagen, waarbij zowel docenten van Vlerick als sprekers van Bekaert het woord nemen. De eerste editie ging door in december 2005 en nu organiseren we het programma zo'n twee keer per jaar, telkens voor een internationaal gezelschap van een twintigtal deelnemers. In de evaluaties lees ik dat onze mensen vooral de glasheldere, didactische aanpak als het 'klaar-voor-gebruik'-aspect weten te appreciëren. Hoewel het moeilijk is om concrete resultaten te meten, voelen we dat het programma onze managers in staat stelt actiever deel te nemen in het beslissingsproces omdat ze een beter inzicht hebben



Joris De Snoeck, Group Training & Development Manager Bekaert

verworven in het cijfermatige luik. Ook in andere ondernemingen waar de technische component in het dagelijks zakendoen domineert en financiën tot op vandaag vaak in handen zijn van een select clubje van boekhouders en controllers, zou een dergelijke opleiding een meerwaarde kunnen bieden. Volgens mij hoort dit immers bij een professionele hedendaagse bedrijfsvoering." ■

E The English version of this article is available at www.vlerick.be/news/magazine

Wie zijn de Vlaamse

Business Angels zijn rijke particulieren die een deel van hun vermogen investeren in niet-beursgenoteerde ondernemingen. Uit een studie aan de Vlerick Leuven Gent Management School en Universiteit Gent blijkt dat ze vooral in de dienstensector, consumentengoederen en in ondernemers uit de streek geloven. Zelf hebben ze gemiddeld al 7 bedrijven opgericht. Vandaag steken ze hun geld en energie in ondernemers die nergens anders kunnen aankloppen. De Vlaamse Business Angels schuwen het risico niet en behoren tot de koplopers in Europa.

De gemiddelde Vlaamse Business Angel is een 51-jarige man. Hij heeft 14 jaar ervaring als ondernemer en 19 jaar als manager en hij behoort tot de rijkste laag van de bevolking. 8 van de 34 ondervraagden verdienen jaarlijks meer dan 5 miljoen euro. Nog 9 anderen bungelen tussen de 1 en de 5 miljoen euro.

Business Angels?



De geïnterviewden hebben samen al meer dan 11 miljoen euro geïnvesteerd via een BAN (Business Angel Netwerk) of gemiddeld zo'n 324.000 euro per bedrijf. Uit de interviews blijkt dat het grootste deel van deze bedragen niet zou geïnvesteerd zijn indien de BANs niet bestonden. En drie kwart van de ondervraagde Angels is van plan om de komende jaren nog bijkomende investeringen te doen. Het liefst in bedrijven dicht bij huis. Het beoogde jaarlijks rendement ligt gemiddeld tussen 14 en 16 procent. De meerderheid verkiest jonge ondernemingen, hoewel de helft ook aangaf geïnteresseerd te zijn in de expansie- en ontwikkelingsfase van een bedrijf.

Tussen 1999 en 2004 heeft de Vlaamse overheid 850.000 euro gespendeerd aan Business Angel Netwerken. Voor elke euro overheidssubsidie werd er tussen de 15 en 20,8 euro geïnvesteerd via een Netwerk. Door de interesse van de investeerder slagen de ondernemingen er dan ook nog in om verhoudingsgewijs 5 euro los te peuten bij de banken. Elke euro overheidssubsidie heeft tot nu toe 0,66 euro aan rechtstreekse belastingen opgebracht.

Deze studie werd uitgevoerd onder leiding van professor Sophie Manigart (Vlerick Leuven Gent Management School) in samenwerking met Veroniek Collewaert en

Lotte Goossens (Universiteit Gent). Op basis van de resultaten gaat er dit academiejaar op de School een nieuwe opleiding van start voor Business Angels, over hoe dit soort investeringsprojecten best aangepakt wordt. Want hoewel Business Angels dikwijls een rijke bedrijfservaring hebben opgebouwd, mag van hen niet verwacht worden dat zij vertrouwd zijn met alle financiële en juridische aspecten die aan bod komen tijdens het investeringsproces. De opleiding bestaat uit 6 modules van één tot twee dagen. Zowel professor Sophie Manigart, als professor Bart Clarysse, professor Hans Crijns en professor Wouter De Maeseneire verzorgen de inhoud van het programma. Naast deze kernsprekers worden ook praktijk-getuigenissen van ervaren Business Angels ingelast.

Er werden voor dit onderzoek, met de hulp van BAN Vlaanderen, interviews afgenomen bij 34 Business Angels en 28 ondernemers. Bovendien werden ook de jaarrekeningen van deze bedrijven onderzocht. De studie werd uitgevoerd in opdracht van Fientje Moerman, Vlaams Minister voor Economie en Ondernemen, binnen het Steunpunt Ondernemingen, Ondernemerschap en Innovatie. ■

E The English version of this article is available at www.vlerick.be/news/magazine

Life-Long Learning

Team, Trust, Talent

Partnerships in the spotlights

Vlerick Leuven Gent Management School aims to substantially contribute to the development of Management and Entrepreneurship in a Belgian and international context by carrying out academic research – Knowledge Creation – and by offering high-quality management education – Knowledge Transfer. Vlerick Leuven Gent Management School intends to actively contribute to networking amongst its current and former participants and to create forum action for the management community, the government and the society.

As an autonomous Management School, we rely on our own income to provide students and managers with innovative research, world-class faculty & services as well as top-level Executive Education Programmes. We receive a limited subsidy from the Government to keep the MBA- & Master fees accessible for all qualified student candidates.

In order to secure the long-term intellectual property of the School and the funding necessary to do so and thus realise our strategy both on the local and international market, we do rely on the support from both individuals and Belgian and international companies/organisations.

For the first time the School launches a 'Giving Campaign' that will run until the end of 2006 and has a target of € 3,000,000.

The Giving Campaign aims to secure the necessary funding to pursue our mission and implement our strategy for internationalisation. The School wants to attract top research and teaching talent in order to offer excellence in research and teaching.

The campaign has two major objectives, namely to create 5 new academic chairs in order to further develop areas of excellence and to develop the new Leuven Campus with world class facilities and services.

You can help us achieve our objectives by:

- supporting us with a donation/gift
 - co-investing with us in the creation of Chairs
 - co-investing with us in a Campus Partnership
- All donations are entitled to a Tax Relief Certificate.

Thank You upfront for supporting our Campaign



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Partnership concepts... targeting organisations and companies

Throughout the years the School has developed a clear offer towards companies and organisations. Please find hereafter an overview of these concepts; benefits and services are in line with each type of partnership concept.

1. Research for Business Partnerships
2. Campus Partnerships
3. Chairs
4. Corporate Sponsorships

Reasons to step into one of the above-mentioned Corporate Partnership Programmes can include one or more of the hereafter mentioned services and benefits:

1. Increased visibility on the local and international marketplace
2. Overall brand & logo visibility
3. Wide exposure for your services and products
4. Face-to-face contacts with potential customers
5. Active participation and steering role in the creation of the most up-to-date

research data on critical management education issues

6. Permanent access to the newest developments in management education
7. A variety of opportunities to network
8. Access to national & international students
9. Access to managers at every stage of their careers

Giving Concepts... targeting Individuals and Companies

Both individuals and organisations can support us by donating/giving.

All donations/gifts are entitled to a tax relief certificate.

We identify 5 types of Donors.

1. Contributing Donor*
2. Supporting Donor**
3. Principal Donor***
4. Leading Donor****
5. Member of the Dean's Circle*****

Recognition is in line with each type of Donor.

**You can make your donation
online on www.vlerick.be**

**The School's Giving
Campaign**

Help shape our future success

"Entrepreneurs automatically associate Vlerick with innovation. We want them to have the same reflex with ING."

The ING Group is a global player in the financial services market. According to its share price value, ING is one of Europe's top ten biggest financial institutions as well as one of the top 20 worldwide. With a staff of 115,300, ING provides banking, insurance and asset management services to 60 million clients in over 50 different countries.

■ In January 2006, ING renewed its Prime Foundation Partnership with Vlerick Leuven Gent Management School for another three years. What made ING choose Vlerick as a partner?

Mr Luc Vandewalle, Chief Executive Officer, ING: "We have been a corporate partner of the school for the past six years, so we are well aware of the advantages this Partnership has to offer. Having close ties to a brand like Vlerick gives you credence as an innovator. For one thing, reputation is a key consideration that has significant impact on our clients as well as the students, who we see as potential ING employees. In addition, we firmly believe that the academic research our Partnership helps fund will deliver interesting results for us. Finally, the latest accreditations and rankings highlight the school's policy of continuous improvement, proof that they do indeed practise what they preach."

■ As a Prime Foundation Partner, ING supports the new Research Centre for Credit Risk Management. Why?

Mr André de Kerchove de Denterghem, Secretary General, ING: "We were not interested in signing on for a strictly board level partnership. To achieve your objectives, you need company-wide support, and that's exactly what we got when we asked our different departments and divisions to think about extending our joint collaboration. Everyone from Wholesale Banking to HR was ready to invest their time and energy in the Partnership, whether for academic reasons or for recruitment purposes. Indeed, ING is a major recruiter, with 669 new hires in Belgium in 2005, and even more planned for 2006. In any event, both departments clearly need direct access to graduates with management potential."



Mr Bruno Colmon, Managing Director ING; Luc Verbeken, Head of Corporate Marketing ING; Prof Dr Roland Van Dierdonck, Dean of Vlerick Leuven Gent Management School, Mr André de Kerchove de Denterghem, Secretary General ING; Mr Louis Verbeke, Chairman of the Board of Vlerick Leuven Gent Management School; Mr Luc Vandewalle, Chief Executive Officer ING

■ What does the Partnership entail and what are the expected results?

Mr Luc Vandewalle: "Our Wholesale Banking division regularly asks us to identify new and better ways of managing our economic capital. Our people have detected a high potential opportunity: they want to remain trendsetters in their specialty area, but they also realise how important it is to have a solid academic foundation. Through joint collaboration in the recently created Research Centre for Credit Risk Management, under the auspices of the Accounting & Finance compe-

tence center, we'll have access to the insights we need to support our positioning as an innovator. Of course, our team – led by Managing Director Bruno Colman, Head of Corporate Marketing Luc Verbeken, and Head of the Research Centre Prof. Dr Hubert Ooghe – will need time to carry out this research, but we're sure we're off to a good start."

Info

ING
www.ing.com

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Chairs

The Belgacom Chair 'Building Organisations that last'



The Eurinpro Chair 'Logistics Management'



Joint Chair 'Doing Business in Europe - Doing Business in Southern-Africa'



Chair 'Doing Business in Europe - the Legal Context'



Campus Partners

Campus Ghent



SWETS



Campus Leuven



SWETS

Prime Foundation Partners

ALLEN & OVERY



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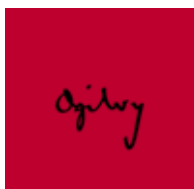


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VOLVO
Volvo Cars Gent

2 campuses, 30 different nationalities

The new academic year is under way and it's full steam ahead for both staff and students. English voices from all over the world echo up and down the corridors. American accents from Ecuador, Mexico, Peru and Canada mingle with Oriental influences from China, India and Taiwan, with students from Romania, Pakistan, the Czech Republic, Russia and Norway adding a touch of exotic variety. Everyone has a unique story to tell, as we found out when we spoke to a few of the newcomers.

"This still feels a bit like home"

Thomas Sors is without a doubt the most international MBA student on the programme. Sors was born in the Netherlands and has a Belgian mother and a British father of Hungarian extraction. He holds both Belgian and British citizenship. After attending the international school in Brussels, he decided to cross the Channel to pursue his university education in Britain. He lost his heart in Australia, where he met and married his wife. He picked up a third nationality in New Zealand, where he worked for five years. "I first heard about Vlerick Leuven Gent Management School when I was in Australia," explains Thomas

Sors. "Belgium still feels a bit like home to me, because I spent eight years here while I was growing up. But the advantage is that London is so close. It's great being back in Europe and seeing family and friends again. That's something I've missed. You can hardly just pop over for a weekend from New Zealand! Another advantage is that my parents still have a house near Brussels. It's ideal, because my wife and I can stay there while they're in India."

"Timing, fees, rankings"

Fabio Del Taglia chose Vlerick Leuven Gent Management School after weighing up all the pros and cons. He knew he wanted to do an MBA, but was initially unsure of where he would end up.

The first thing the Italian had to do was to choose between the US and Europe. America was soon struck off his list when he found out that it usually takes two years to do an MBA there. "And I just didn't want to take so much time out," he explains. Turning his attention to Europe, he began comparing the rankings and fees of the different MBA programmes on offer. "And Vlerick Leuven Gent Management School was almost the automatic choice". The timing was also convenient. A programme starting in August suited him better from an organisational point of view than one starting in January. "Before I arrived in Belgium I knew next to nothing about the place," says Fabio Del Taglia. "I studied in Italy and then got a job there with an American company. A short business trip to Brussels isn't nearly enough to find out how a country really works. But I do like it here. The



Thomas Sors



Fabio Del Taglia



Marcin Holub



Krassimira Kazashka-Hristozova

people are friendly, the mussels and French fries are delicious and I've managed to find a great apartment in Leuven. It promises to be a good year."

"I do want to go back to Poland eventually"

The Pole **Marcin Holub** had already been to Belgium a couple of times on business. He was struck by the fact that a lot of people were riding around on old bikes. "Now I've got one myself," he says. "I rented it for a whole year for 30 euros." And after spending a couple of nights in a hostel, he has now found his own studio apartment. Marcin Holub hopes that his MBA will open up new doors for him. "Once I've finished the course I want to work abroad for another couple of years. I don't really mind where. But then I'm going back to Poland, because that's where I want to settle down eventually."

"I waited to do my MBA"

While **Krassimira Kazashka-Hristozova** was doing European Studies in Bulgaria, a couple of people recommended that she should come to Vlerick Leuven Gent Management School – both a British and a Belgian professor. When she worked at the Bulgarian Environment Ministry, she used to make regular trips to Belgium. "And the country appealed to me straight away," she says. "The warmth of the people, the infrastructure, the social security system, the houses, the countryside, the historic cities. After every visit I used to go back home with a wonderful impression of Belgium. The only drawback as far as I could see was the slow bureaucracy. I had to wait about three months to get a visa to come and study in Belgium for a year. I expected there to be fewer students here. And perhaps a few more women. But in a way that's only natural, I suppose. To do an MBA, you need to have a couple of years' experience after graduating, and that's when a lot of women start planning a family. About three years ago I applied to

Student Profile Masters 2006–2007

■ Number	174
■ Average Age	22,9
■ Gender	Male 110 Female 64
■ Degree	Arts/Philosophy 2 Business/Economics 75 Engineering 47 Exact Sciences 20 Law/Criminology 18 Medicine/Pharmacy 8 Psychology/Pedagogy 4
■ Nationality	Belgian 157 Non-Belgian* 17

*American, British, Bulgarian, Czech, Chinese/Belgian, Chinese, Dutch, German, Pakistani, Romanian, Russian, Slovak, Turkish, Ukrainian and Vietnamese

Student Profile MBA 2006–2007

■ Number	221
■ Average Age	32,9
■ Average Work Experience (years)	8,4
■ Gender	Male 186 Female 35
■ Degree	Arts/Philosophy 5 Business/Economics 62 Engineering 115 Exact Sciences 23 Law/Criminology/Pol&Soc 11 Medicine/Pharmacy 4 Psychology/Pedagogy 1
■ Nationality	Belgian 147 Non-Belgian* 74

*American, Belgian/Hungarian, Belgian/Romanian, Belgian/Polish, Bolivian, British, British/New Zealand, Bulgarian, Canadian, Canadian/Dutch, Chinese, Dutch, Dutch/German, Ecuadorean, French, German, German/Canadian, Indian, Irish/Belgian, Italian, Japanese, Kenyan, Mexican, Norwegian, Peruvian, Polish, Polish/German, Portuguese, Romanian, Russian, Singaporean, Slovenian, Spanish, Swedish, Swiss, Taiwanese, Ugandan

do the Masters in General Management. I got accepted, but then decided to wait. I thought an MBA would be more interesting, precisely because all the students have gained experience in such a wide range of professional disciplines." ■

 De Nederlandstalige versie van dit artikel vindt u op www.vlerick.be/news/magazine

MBA students believe in old frying fat

Did you know that there's money to be made from collecting used cooking oil and frying fat? This waste product is not actually worth anything to consumers, but offers an excellent solution for companies looking to replace fossil fuels.

Forty per cent of the used cooking oil and frying fat disposed of in Belgium is being poured down the drain and the situation is even worse in other European countries. The reason seems to be that it takes too much time and effort for people to go to the refuse tip. This is damaging to the environment, but it is also a missed opportunity for recycling. Five MBA students from Vlerick Leuven Gent Management School have found a better and even profitable solution: collect oil and fat from households and sell it for recycling into fuel, new plastics or even ecological soaps. In Belgium alone, the oil that is being thrown away has a market value of €3.8 million.

Prof. Hans Crijns, Kirsten Van Den Berge, Bart Deckers, Robert Carter, Paul Burns and Tim Heiremans.



The students call their project 'Fat4Fuel'. Brits Paul Burns and Robert Carter are responsible for the operational side, Bart Deckers for the legislative and financial aspects, while Tim Heiremans and Kirsten Van Den Berge are taking on the external contacts and marketing part of the project. They wrote their exceptional business plan during their MBA programme at Vlerick Leuven Gent Management School, prompted by the fact that frying fat is not currently being collected from households on a large scale anywhere in Europe. At their graduation ceremony on 7 July 2006, the School presented them with the Soudal Award for the best business plan.

Bart, Kirsten, Tim, Robert and Paul see a bright future in business for alternative fuels and recycling companies. "People are willing to contribute to a more sustainable lifestyle," explains Paul Burns (UK). "But the process has to be convenient, simple and easy to use. We would give householders a free can for the oil and then collect them door-to-door. So the only thing they have to do is put the cans out-

side with the other rubbish every month."

"We talked to several companies who guaranteed that they would buy all the oil we could supply," adds Bart Deckers (B). "For the generation of bio-fuel products, for conversion into a wide range of chemical products or as a substitute for traditional fossil fuel-based ingredients within their product portfolio. There really is a huge market for used frying fat."

Their business plan involves starting in Belgium, a country where people are crazy about French fries. After a couple of years they plan to expand into Europe, to the Netherlands, Luxembourg, France, the UK and Germany, because the situation in these countries is similar. "We've found a gap in the market," says Robert Carter (UK). "Now we just need to find an investor who believes in our idea. And then we can get started." ■

 De Nederlandstalige versie van dit artikel vindt u op www.vlerick.be/news/magazine

Short News & Events

Joint Chair

'Doing Business in Europe – Doing Business in South Africa

Through strategic alliances with reputable foreign business schools, Vlerick Leuven Gent Management School is not only strengthening its position abroad but also gaining new expertise. A good example is the chair that was established on 1 September 2006. The prime mover behind this initiative is Karel Bos senior, successful businessman and founder of the multinational company Bosal, which has plants all over the world, including South Africa. Bos has close ties with South Africa and really wanted to do something for the country. As a member of the Advisory Committee at Stellenbosch University, he therefore decided to establish a chair. After consulting with Vlerick Leuven Gent Management School, which has long-standing connections with the university in Stellenbosch, it was thought that a joint chair would be the best solution.

Dean Roland Van Dierdonck: "Specifically we're talking about a chair in 'Doing Business in Europe', for which we're currently looking for a suitable candidate, and a chair in 'Doing Business in South Africa', to which Professor Elias (Eltie) Links has been appointed. The budget made available funds one full-time equivalent professor at each institution for a period of five years. In practice the South African incumbent will teach in our School for one month a year, and our incumbent will do the same in South Africa. Besides teaching duties, both will occupy their chair in their own country and pursue their own particular field of research. The joint chair is a unique opportunity for cross-fertilisation, allowing South African students to learn more about all aspects of doing business in Europe and heightening our own students' awareness of South Africa in particular and the whole of the African continent in general."

Vlerick launches

Business-to-Business Marketing Round Table

The B2B Marketing Round Table brings together leading Business-to-Business Marketers in a unique learning environment that creates and shares knowledge about Business-to-Business Marketing among Members and the Vlerick faculty.

Knowledge is created through four topic review sessions a year

The topic review sessions deal with relevant business marketing topics through conceptual frameworks and in-depth discussions. The topics are selected by the participating Members. Not only do these sessions provide basic academic concepts and shared vocabulary, they also offer practical knowledge and longitudinal case studies relevant to you.

Knowledge is shared through four boards of best practice a year

These workshops offer an in-depth treatment of internal member company cases focusing on successes, failures and implementation issues. Thanks to the long-term commitment of the Members, cases are followed up over time in terms of milestones and flags of best practice.

Moreover, the B2B Marketing Round Table fosters long-term networking opportunities in an exclusive environment, with the emphasis on confidentiality.



Info

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Gulden Spoor van de Vlaamse economische uitstraling 2006 voor Peter Leyman

Elk jaar onderscheidt de Beweging Vlaanderen-Europa vzw op 11 juli een persoon die heeft bijgedragen tot de economische uitbouw van Vlaanderen en zich maatschappelijk betrokken toont. Dit jaar viel die eer te beurt aan Peter Leyman, gedelegeerd bestuurder bij Volvo Cars Gent en alumnus van de Vlerick Leuven Gent Management School.

Leyman plaatste Gent en Vlaanderen op de wereldkaart door Volvo Cars Gent te laten uitgroeien tot het meest efficiënte bedrijf binnen de Volvo-groep. Aan de basis van zijn succes als manager ligt zijn inspirerende en menselijke leiderschapsstijl die de bedrijfsresultaten en de werknemerstevredenheid positief beïnvloedde. Dit was ook de reden waarom Leyman al tweemaal genomineerd werd voor de titel van 'Manager van het Jaar'.

Behalve een man van de praktijk is Leyman ook wetenschappelijk geëngageerd en lag hij mee aan de basis van het Strategic Reward Research Centre van de School dat Volvo Cars Gent als Foundation Partner ondersteunt. Last but not least is Peter Leyman ook maatschappelijk geëngageerd. Stakeholdermanagement blijft geen dode letter in het Gentse Volvo-filiaal. In een bredere maatschappelijke context denkt hij ook mee aan hoe bedrijven in Vlaanderen concurrentieel kunnen blijven in een globale economie. Die ideeën past hij meteen toe op zijn organisatie, met succes.

Vlerick researchers win Paul Hersey Best Paper Award

Researchers Dave Bouckennooghe, Herman Van den Broeck, Eva Cools and Karlien Vanderheyden of the People and Organisation competence centre have won the prestigious Paul Hersey Best Paper Award 2005-2006 for their paper entitled 'In Search for the Heffalump: An Exploration of the Cognitive Style Profiles among Entrepreneurs', published in the *Journal of Applied Management and Entrepreneurship*. The award is named after the author of the bestseller 'Situational Leadership'.

Short News & Events

Financial Times ranking **Masters in General Management**

The Masters in General Management programme of Vlerick Leuven Gent Management School has been listed in the Financial Times influential rankings for the first time. The business school has jumped to 12th position in the rankings to become the best performing establishment of its kind in the Benelux countries. The Masters programme scores best of all in terms of the quality of the faculty and the time it takes students to find employment and develop a career. Of all the Masters programmes in Europe requiring enrolment fees, Vlerick Leuven Gent Management School's programme is regarded as offering the best value for money. The fee for doing a Masters in General Management in Ghent or Leuven is €8,500. The schools featuring in the top 10 charge more than twice as much. For example, the fee for a Masters at the London School of Economics and Political Science is €22,500. Other plus points of the Vlerick programme are its duration (intensive training over a 10-month period) and accessibility (open to all university graduates, even those without an economic background).

School welcomes **Professor Luciana Nardon**



Since 1 September 2006 the People and Organisation competence centre has had a Latin American colleague at the Leuven campus. Luciana Nardon, originally from Brazil, holds a PhD from the University of Oregon and specialises in intercultural management, influence on management knowledge and cultural influence on observation, interpretation and focus. Professor Nardon will take up a post in the Organisational Behaviour research field.

State of the Art: coaching **Dé afspraak voor 'Coaches' en 'Coachees' op 12 december 2006**

Coaching staat terecht op de agenda van elke personeelsdienst want het biedt een erg verrijkende dimensie aan management-ontwikkeling. Hoog tijd om een stand van zaken en een evaluatie op te stellen vond het competentiecentrum Mens & Organisatie.

Wat is coaching en hoe kan het een organisatie en haar medewerkers helpen? Dit is de centrale vraag waarop de coachingdag een professioneel antwoord wil geven via een uitgebreid aanbod van excellente sprekers en praktijkgetuigenissen met een internationale dimensie. Dankzij de combinatie van theorie en praktijk krijgen de deelnemers een volledig overzicht van de laatste trends in coaching.

Andere ingrediënten van deze afspraak die u als coach zeker niet mag missen zijn de unieke expertise van de docenten, de interactieve workshops en mogelijkheid tot netwerking en ontmoeting als rode draad.



Info

www.vlerick.be/go/coaching

Info sessions **long-term management courses**

Vlerick Leuven Gent Management School regularly organises info sessions to give an insight into what the School offers on long-term management courses, either general management courses (e.g. MBA) covering all management domains, or specialised courses offering you in-depth knowledge in a specific management domain.

At one of our info sessions, you can:

- find out more about the School and its courses
- learn more about a specific course you are interested in
- get immediate answers to all your questions
- get help comparing the different courses and choosing what suits you best
- chat informally with current students and graduates.

Dates & Venue

- 22 November 2006 (7.30 pm) at Leuven Campus: MBA, General Management courses, specialised courses (Master Classes)

More information is available at www.vlerick.be/go/infosessions

Programmes

www.vlerick.be

Accounting & Finance

- N** Inzicht in de jaarrekening
Startdatum: 10 oktober 2006
- N** Inzicht in kosten en budgetten
Startdatum: 6 november 2006
- N** Business Angels Programma
Startdatum: 17 november 2006
- N** Inzicht in financieel beheer
Startdatum: 4 december 2006

General Management

- N** Young Management Programma
Startdatum: 13 november 2006
- N** KMO-Excellence
Startdatum: 16 november 2006

HR & Management Behaviour

- N** People Manager
Startdatum: 5 oktober 2006
- N** Wij lezen voor u...
12/10: Gent
17/10: Leuven
23/10: Antwerpen
- N** Inspireren tot veranderen
Startdatum: 19 oktober 2006
- N** Conferentie Managing Different Generations @ work
25 oktober 2006
- N** Gericht omgaan met uzelf en anderen
Startdatum: 9 november 2006
- N** Persoonlijk Meesterschap
Startdatum: 23 november 2006

Information Management

- N** Projectmanagement
Startdatum: 9 oktober 2006
- E** Business Process Innovation Conference
26 October 2006
- N** Workshop Business Process Management
Startdatum: 8 november 2006
- E** Project, Programme & Portfolio Management Software
1 December 2006

Innovation Management

- E** Master Class in Innovation & Entrepreneurship
Starts on 5 October 2006
- E** R&D Management
Starts on 23 October 2006

Marketing

- E** 5th Belgian Consumer Goods Conference
10 October 2006
- N** Marketing communicatie
Startdatum: 8 november 2006
- N** Brand Management
Startdatum: 14 november 2006
- N** Retail & Trade Marketing
Startdatum: 14 november 2006
- N** Marketing management voor niet-specialisten
Startdatum: 16 november 2006

- N** Strategische B2B Marketing
Startdatum: 7 december 2006

Production & Logistics

- E** Lean Operations
Starts on 5 October 2006
- E** Master Class in Supply Chain Management
Starts on 6 October 2006
- N** Inkoopmanagement
Startdatum: 18 oktober 2006

Services & Healthcare Management

- N** Hospitality & Facilities Management Forum
11 oktober & 13 december 2006

For more information about the programmes:
www.vlerick.be

- N** Nederlandstalig programma
- E** Programme in English
- F** Programme en français



For more information about Vlerick Alumni Events:
www.vlerickalumni.be

“INVESTEERT U BEST IN BAKSTENEN, AANDELEN OF GOUD?”

PRIVATE BANKING > ASSET ALLOCATION

Dit is de eerste én de belangrijkste vraag die u zich moet stellen bij het beheer van uw vermogen. Want alle studies tonen het aan: meer dan 80% van het rendement van uw vermogen hangt niet af van de keuze van één of andere individuele waarde, maar wel van de strategische toewijzing van de grote activaklassen: aandelen, obligaties, vastgoed, alternatieve investeringen... Wij helpen u graag bij het nemen van deze fundamentele beslissing. Sereen en in alle ernst. Rekening houdend met uw behoeften, uw plannen, uw familiale situatie. Reken op onze ervaring.

www.ingprivatebanking.be