

Vlerick Leuven Gent Management School

the Autonomous Management School of
Ghent University and Katholieke Universiteit Leuven

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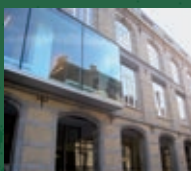


"Corporate Partnerships"

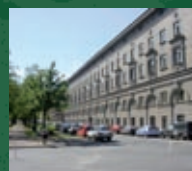
Ghent
Campus



Leuven
Campus



St.-Petersburg
Campus



One school, three campuses

Partnerships in the spotlight

Welcome to the spring edition of our "Corporate Partnerships" Newsletter!

By this newsletter, we want to keep you updated on new Corporate Partnerships and on the renewal of existing partnerships. It has become increasingly recognised that management practice goes hand in hand with Academic Research and this is where the Vlerick Corporate Partnerships come in! Together with companies and businesses we create knowledge which results in added value both to the industry and the community and at the same time creates a long term "win-win" relationship between the partner company and the School.

In this edition, we have one new Corporate Partnership to introduce and also interview partners who have renewed their contract for support. We also highlight an Event which will take place in April entitled "Supply Chain Managers – who needs them?", that has been organised by the Vlerick Competence Centre Operations and Technology Management together with the Goodman Research Chair.

Together we deliver added value for the further development of your business.

Together we create visibility & networking opportunities as privileged business partners.

We hope you enjoy reading our Newsletter, and thank you for your continued support.



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News Flash

>> ALLEN & OVERY ELECTS WIM DEJONGHE AS MANAGING PARTNER

At the end of February the international legal practice Allen & Overy announced that Wim Dejonghe has been elected as worldwide Managing Partner for a four-year term with effect from 1 May 2008.

Wim Dejonghe joined Allen & Overy as a partner in 2001, having previously been a partner at Loeff Claey's Verbeke since 1993. He has practised law in the United States (New York and Washington) and in Spain (Barcelona). He received his law degree from K.U.Leuven in 1984 and subsequently remained there working as a research assistant in the International and European Law Department. He is Managing Partner of Allen & Overy's Brussels and Antwerp offices and is Co-Head of the Global Corporate Department.

Allen & Overy is one of the companies co-funding the Joint Chair "Doing Business in Europe – the Legal Aspect".



Foundation Partners



Campus Partner **Vacature**

Ever since Vacature was first set up, this recruitment communications company has worked with Vlerick Leuven Gent Management School on both a formal and an informal basis. As a Prime Foundation Partner, it has long-standing links with the School's People and Organisation Competence Centre and in 2004, on the occasion of the inauguration of the new Ghent campus, Vacature also became a Campus Partner. The Campus Partnership with Ghent will be renewed this year and also extended to the Leuven campus.

Vacature has been associated with Vlerick for many years as a Prime Foundation Partner. Why a Campus Partnership as well?

Diane Devriendt: "We regard the Campus Partnership as a key element of our relationship with Vlerick Leuven Gent Management School. We work together in a great many fields, and the Campus Partnership sets the seal on that as far as we're concerned. Effectively it means boosting our visibility on both campuses, where an area is devoted specially to Vacature. At reception, for instance, there's a large display featuring Vacature Magazine and a few laptops are set up so that students and executive programme participants can try out Vacature's online tools. Smaller displays of our magazine can be found throughout both campuses. The idea, of course, is that as many students and executive participants as possible have access to the magazine and actually read it."

What does the partnership between Vacature and Vlerick entail in practice?

Diane Devriendt: "We work together in many areas, not just on Vacature Magazine, but also in the context of our online interactive activities. Some initiatives focus on visibility and networking, while others are more tangible and are linked to Vlerick research. Vacature Magazine features a weekly column called 'Vlerick Weekly', giving details of Vlerick programmes or events we'll be involved in. The magazine is also distributed to all the School's alumni. This year, for the eighth time, we'll be teaming up with Vlerick to organise the Vlerick Summer School, a project for talented young people who have between two and five years' work experience. Eight women and eight men, selected after a competition, receive special training from Vlerick professors in a sun-drenched location. Following on from that, we launched the Vlerick Winter Academy last year, aimed at more mature talent. After numerous online tests and assessments, we once again selected 16 people, who were given a thorough grounding in financial matters. 'Best Employer' is another example of a joint Vacature-Vlerick project. Both parties contribute their strengths and skills, no matter what form the collaboration takes. For Vlerick this means providing knowledge, while Vacature – as a media outlet – gets people involved in the various activities and surveys and enhances Vlerick's visibility."

Online applications are growing in importance. How do you collaborate on that front?

Marianne Edlund: "The emphasis there is on practical content and organised events. Professor Herman Van den Broeck regularly provides



"THE CAMPUS PARTNERSHIP SETS THE SEAL ON OUR LONG-STANDING RELATIONSHIP WITH VLERICK"

>> Diane Devriendt, Marketing Manager

>> Marianne Edlund, Interactive Director

management tips for our website, but we also develop academically sound tests together. The Competence Indicator, an online questionnaire developed by Professor Van den Broeck and Professor Marc Buelens, is one of our most important and longest-running projects with Vlerick. The tests have been a big success on our site, but Vlerick adds an academic dimension, ensuring that candidates get really valuable results. Over the years more than 25,000 people have completed our test. This has enabled us to build one of the biggest skills databases in the world, I believe. As far as Vlerick's concerned, it's a source of very interesting research data. The 'Man/Woman of the Year' competition is another joint venture, during which the candidates are tested over a whole year. Professor Van den Broeck oversees the project, monitoring the selection procedure and making sure that the tests are conducted properly. Two years ago the competition attracted more than 20,000 entrants. The final took place in Lapland and the prize at stake was the much-coveted title. The success of our website clearly shows that interactive communication is on the up and up. Nowadays, however, the website alone is not enough to reach talented people. Our target group is into all sorts of things. They surf, but they also chat online and send texts. We've tapped into this by organising recruitment chat sessions, which have been very popular, and by using our own TV channel, Vacature TV, which can be viewed on our website, on digital TV or via mobile applications. Continuous innovation is the message."

Info

www.vacature.com

Campus Partners



SWETS



The **Goodman** Chair in Logistics Management

Goodman encourages innovative thinking in the industry and strongly believes in bringing additional perspectives to its knowledge base. For this reason, and because it wants to share its success and knowledge with all its stakeholders, the company has been funding the Goodman Chair in Logistics Management since 2004. The Chair agreement enables Vlerick's Professor Ann Vereecke to undertake research in the logistics management sector and to develop a knowledge base that, ultimately, can take the industry forward.

"WE STRONGLY BELIEVE IN COMBINING OUR INDUSTRY EXPERTISE WITH VLERICK'S HIGH-QUALITY ACADEMIC RESEARCH"

>> Danny Peeters,
Chief Executive Officer European Logistics



>> **INSPIRING, SUPPORTING AND CHALLENGING PROFESSIONALS**

The choice of Vlerick Leuven Gent Management School to conduct this kind of research was an obvious one for Goodman. Danny Peeters, Goodman's Chief Executive Officer European Logistics explains: "By sharing our success and knowledge with all our stakeholders, we want to inspire, support and challenge tomorrow's supply chain managers and professionals in the logistics and property management business. Both Goodman and Vlerick embrace a culture of excellence and entrepreneurship. We strongly believe in combining our industry expertise with their high-quality academic research."

The Chair enables Goodman to gain independent, academic insight into the relatively recent discipline of supply chain management and to match it with its day-to-day business practice. The partnership creates a forum to interact with the leaders in the industry and to analyse their needs more effectively in order to be able to take their specific requirements into account when developing integrated warehouse solutions. The partnership also gives Goodman access to students active in the field of logistics.

>> **SUPPLY CHAIN MANAGERS - WHO NEEDS THEM?**

With the support of the Goodman Chair in Logistics Management, Vlerick professors Ann Vereecke, Roland Van Dierdonck and Robert Boute, together with S&T Management Consultants, conducted a survey on the impact of supply chain management on organisational structure and the role of the supply chain manager.

Companies that outsource production and other operational tasks are currently faced with the challenge of managing the ever more complex product cycle, from raw material supplier through to sales to the end customer. In effect, outsourcing means that companies no longer have full control over the operational flow of purchasing, production, distribution and planning. Yet it is in their interests to retain control if they are to guarantee quality and deliver products to customers on time.

The survey is in two parts. The first part focuses on some 50 organisations in three industries – chemical, pharmaceutical and food & beverage – and looks at how the supply chain is organised and who is responsible for managing it. The aim of the survey is to examine how companies define the role of supply chain managers and what place they are given in the organisation. Are they responsible for the whole operational flow or only part of it? If any differences are found, the question then considered is what factors are decisive: the industry, the size of the company, corporate strategy, the maturity of the supply chain, etc. The main stumbling block in many organisations to managing the supply chain in a sustained and efficient manner is perhaps that they are not used to translating processes into specific jobs and responsibilities. This is because about 90% of the companies still have a traditional hierarchical structure based on functional disciplines.

The second part of the survey turns the spotlight on supply chain managers themselves and, in that respect, the research is quite unique. Who is the supply chain manager? What is his or her background and education? What skills does he or she need? To whom does he or she report? More than 400 supply chain managers in Europe took part in the online questionnaire, which generated some predictable results as well as quite a few surprises.

The survey is not only useful for business executives who wish to gain better insight into the most effective way to integrate the supply chain into their organisation and then manage it; from an HR perspective it also provides plenty of interesting data and conclusions. Supply chain management is a relatively recent management discipline, yet while it has already been the subject of a great deal of process-related research, very little is known about the role of the supply chain manager.

GOODMAN

Goodman is an integrated global property group that owns, manages and develops industrial property and business space across Europe, Australia and Asia. The Group invests in business parks and logistics property such as warehouses and distribution centres. It offers tailored property solutions to meet the needs of its customers as their requirements change locally and globally.

With total assets of €3.4 billion, 700 properties under management, 1,300 staff and 2,500 customers, Goodman is the second largest listed industrial and commercial property group in the world.

Originally a Sydney-based company, Goodman has grown substantially over the past few years. Today the Group has more than 30 offices in 21 countries. The Belgian office is the headquarters for its European Logistics activities. From there, Goodman manages warehouse solutions for international blue-chip customers in Germany, the Netherlands, Belgium, Luxembourg, France, Spain, Italy, Poland, the Czech Republic, Hungary and Turkey.

Goodman's leading industry position is based on its thorough market insight and dedicated team of experienced professionals. High-quality external and in-house research, along with the practical application of the findings, ensures that Goodman stays ahead of market trends and provides its customers and investors with a premium service as well as fresh and innovative solutions.

Info

www.goodman.com

EVENT: SUPPLY CHAIN MANAGERS – WHO NEEDS THEM?

10 April 2008, Crowne Plaza Hotel, Antwerp

- >> Keynote speaker: Dr Paul Dittman, Director of the Office of Corporate Partnerships for Demand – Supply Integration Forums, University of Tennessee (Knoxville), USA
- >> Results of the "Organising for supply chain management" survey (www.vlerick.be/go/scsurvey)
- >> The evolution of the role and skills of the supply chain manager from an HR perspective
- >> The role of supply chain management and the supply chain manager from a corporate perspective
- >> Panel discussion on supply chain leadership with a panel of senior supply chain managers

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Registration closes 31 March 2008

The SWIFT Chair
"Market-driven Innovation"



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



Vlerick Leuven Gent
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Chair 'Doing Business in Europe –
the Legal Context'

Vlerick Leuven Gent
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Twofold Prime Foundation Partnership Electrabel-Suez

As a Prime Foundation Partner of Vlerick Leuven Gent Management School, Electrabel has worked with the School's Strategic Rewards Research Centre for many years. Towards the end of last year its parent company Suez also joined the project, but recently decided to shift the emphasis by joining forces with the Executive Remuneration Research Centre as part of a twofold Prime Foundation Partnership.

"THE NEW-LOOK PARTNERSHIP HAS BROADENED THE SCOPE OF OUR COLLABORATION WITH VLERICK"

>> Alfred Becquaert, Director-General of Human Resources & IT

The Prime Foundation Partnership of Electrabel and Suez has become a twofold Prime Foundation Partnership. What was behind this decision?

Alfred Becquaert: "Electrabel had been in partnership with the School for some time. Within the Suez Group, Suez and Electrabel share the same objectives with regard to compensation & benefits: we both want to attract and retain good employees. With a twofold partnership, we're clearly opting for a joint approach with scope for individual concerns. This formula also has the advantage of being simpler from an administrative point of view than two separate partnerships."

Will this change have an impact on the actual format of the collaboration?

Alfred Becquaert: "On the face of it not much has changed in that respect: we'll continue to work together at the same high level. There will be more added value, however, because the scope will be broader, both geographically and substantively. Electrabel's activities are concentrated mainly in Europe, but Suez is a global business. Electrabel's primary focus is gas and electricity, while Suez offers its customers a range of services, including design, construction and maintenance of power facilities, but is also active in the fields of waste treatment and water management."

How does a partnership with an academic business school fit in with the strategy of Electrabel and Suez?

Alfred Becquaert: "We believe in the principle of cross-fertilisation: academics can stand back and take an expert look at our business from an impartial observer's point of view. Based on our practical experience, we're able to explain trends that are picked up by the academics and, if necessary, introduce elements that can expedite developments. By working with your peers you create unique dynamics. Vlerick was the logical choice in view of its high-ranking



position in the business school world: it has the charm of a Belgian institution, yet also has that vital international dimension. Possibly another consideration was that I'm one of the oldest 'junior managers' that the School has produced and was taught by André Vlerick himself. But that certainly wasn't the deciding factor."

Electrabel is linked with the Strategic Rewards Research Centre, and Suez with the Executive Remuneration Research Centre. Why did you make that choice and what are your objectives?

Alfred Becquaert: "Within the Suez Group we're all facing the same challenges in the area of compensation & benefits. By working with different research centres, we can shift the emphasis, however. Suez is working with the Executive Remuneration Research Centre on remuneration policy for the organisation's 400 senior managers, a policy that is determined at corporate level. Together with the Strategic Rewards Research Centre, Electrabel is focusing on other management positions and on the rest of the workforce."

Info

www.electrabel.be

www.suez.com

Prime Foundation Partners

ALLEN & OVERY



Deloitte.

Hudson



!nBev



Prime Foundation Partner **SAS**

With 10,000 employees and 400 offices in 52 countries around the globe, SAS is by far the world's largest business intelligence software company. The Belgium office has been operating for 18 years and employs more than 100 people. The company's Prime Foundation Partnership with Vlerick is linked with the Vlerick Business Intelligence Centre, which explores how businesses can use business intelligence software to give them a competitive advantage.

>> THE POWER TO KNOW

Business intelligence is shaping the way organisations perform and will do so even more in the future. High-level decisions need to be made more and more quickly and the question facing senior executives is how they can be sure they are making informed decisions. Data is an asset to drive smarter and faster decisions and that is what business intelligence is all about. How can all that data be integrated and analysed?

Patrick Van Deven: "Business intelligence is a powerful business weapon. Over the past few years we have seen clear evidence of a growing understanding in the upper echelons of company management that data is an asset. The key question is what companies really do with that data. It can be kept well-organised, stored and secured, but that's a very conservative view. Data can be used to support better decision-making, thereby enhancing a company's competitive advantage. Business intelligence is increasingly being used for predictive analytics, and not just to look back at past performance and see how it relates to this year's performance. What's interesting is to employ techniques to identify the root causes of the difference. You can then ask yourself whether you need to look for a particular cause in a specific customer segment, whether it is linked to a specific part of the supply chain or which mistakes in planning it stems from. Once you have a real understanding of the root causes, you can start to act upon them or use the information gained by analysing and interpreting the data to predict best or worst case scenarios."

>> BUSINESS SKILLS NEEDED

One of the important factors that prompted SAS to embark on a partnership with Vlerick is that business intelligence requires more than just IT skills. As systems become more and more integrated to deliver data without manual intervention, interpretation of the results takes on greater importance.

Patrick Van Deven: "What we strive for is not to put people out of a job, but to allow more time for interpretation of the report, the forecast, the data, the root causes – or whatever comes out of



"OUR PARTNERSHIP WITH VLERICK IS IN LINE WITH OUR COMMITMENT TO THE EDUCATION COMMUNITY AND TO CUSTOMER SERVICE"

>> Patrick Van Deven, Country Manager

the system. This requires a lot more in the way of business skills. People with a business background could become very valuable assets if they learn about business intelligence – something that, to the outside world, might be regarded as IT and software skills, but in fact is not. That's why we're organising 'The Summer of SAS', an initiative to train young graduates, for the second year running. They come to SAS for one month of certified training and at the end of it they're invited to a graduation day, where they will definitely land a job. The reason we do this is that there is a shortage of skills and trained people on the market for our customers and partners. That's also one of the reasons underlying our commitment to the education community and our partnership with Vlerick."

>> A LOGICAL CHOICE

SAS is investing in academic research projects worldwide. The partnership with Vlerick is consistent with this strategy.

Patrick Van Deven: "Being part of the research project with Vlerick is something that is of very keen interest to us because we use the results to drive our strategy forward and show our customers how to leverage their SAS infrastructure to enable them to achieve the kind of benefits that the research has demonstrated. Of course, we have our own research and development centre to innovate and optimise our software, but Vlerick research is about the application of technology to business and the benefits that can be delivered. We work with 'thought leaders' worldwide and the academic community obviously has a very important part to play. We recognise Vlerick as one of the leaders in Europe and, since we are also leaders in our own field, it was the logical solution to opt for a partnership."

Info

www.sas.com/Belux



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