

Orator

THE HOUSE MAGAZINE OF VLERICK LEUVEN GENT MANAGEMENT SCHOOL

Toelating gesloten verpakking
nr. 03/60 | P108002

BELGIË-BELGIQUE
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3/496

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Special Dossier: Operations & Technology Management

dremaandelijks tijdschrift | september - oktober - november 2008 | nummer 29 | 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



Dear reader,

We are poised at the start of a new academic year, a year full of challenges both for the School and its students. This year, we welcome 400 new Masters' students, both full-time and part-time, to our campuses in Gent and Leuven. At an international level, our reputation is reaping its rewards – 40 part-time MBA students will be starting at our St Petersburg campus and 140 part-time and 60 fulltime MBA students in Beijing. We are positive that they, along with the School, will enjoy an exciting and enriching year. Our new dean, Professor Philippe Haspeslagh set the ball rolling at the opening of the academic year. You'll find the highlights of his opening speech in Orator.

We launch the new year with an in-depth profile on Operations & Technology Management, a hot current topic that continues to gain territory at management level. First we introduce you to Professor Stijn Viaene, recently appointed head of the Operations and Technology Management Centre (OTMC) at Vlerick. The department brings together expertise in fields such as process management, ICT and project management, service operations and supply chain management. As researcher, Professor Viaene is particularly investigating the alignment of Business Intelligence with Business IT. He talks to us about the tension in this field.

We also talk to other professors from this competence centre that have developed substantial expertise in various fields of Operations & Technology Management. We look back on the origins of this field of management with Professor Roland Van Dierdonck and gain an insight into the challenges facing today's scientists and business managers. Professor Ann Vereecke explains how risk management can lead to a sustainable supply chain and Professor Robert Bouste expands on the subject of Lean Management, a 'hot topic' in many companies but what are the hidden risks?

Last but not least, we bring you news from Russia. Professor Alexander Yanchevsky, dean at our campus in St Petersburg, provides an analysis of the Russian software industry and the increase in outsourcing to this growth country. We also talk to Marie-Johane Roccas, Consulate-General at the Belgian consulate in St Petersburg, about the Russian economy, business relations with Belgium and the role our School can play.

We hope you enjoy reading this issue of Orator.

Hilde Van Lysebeth, Editor

Orator

september 2008, n° 29

**THE HOUSE MAGAZINE OF
VLERICK LEUVEN GENT MANAGEMENT SCHOOL**

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New Dean Philippe Haspeslagh gives welcome speech

The official start of the new academic year is always a special moment. New students, new programmes, new expectations... For Dean Philippe Haspeslagh it was an honour to welcome newcomers to Vlerick. Here are a few highlights from his speech.

“On our Ghent and Leuven campuses there are a total of over 400 Masters, part-time MBA and full-time MBA candidates who have just started their programme. This is a record in terms of numbers for Vlerick, which certainly did not come at the expense of quality but reflects our growing appeal and reputation.

For the moment I am still called “our new Dean”. Being new somewhere brings with it the temporary ability to recognise what I would call “the smell of the place”. I hope that you have the same first impressions as I had when, a few months ago, I re-entered the Vlerick School, where in 1972 I was sitting in your place studying for what was then called PUB, and today the Masters in General Management. I am re-experiencing Vlerick as a place that is vibrant, entrepreneurial, with a real team spirit and dedicated employees who work hard. This is remarkable for an institution that is more than fifty years old, and even more remarkable for an academic institution.

Most strong institutions owe their culture to their founder. Dries Vlerick, the founder of your School was a remarkable man: a banker, professor, politician and entrepreneur. Above all, he was a man of passion and rectitude, who played a crucial role in professionalising Flemish businesses and opening up our region to multinational companies. Vlerick is not just the name of a school; it also stands for an idea and an ambition. This ambition is still in progress, and we hope to carry its torch the next mile.

You came here, of course, to get a diploma, a Masters after Masters, or a post-experience

MBA. You uprooted yourself and, for some of you, even your family to study full-time, or you committed your family to accept the burden of limited availability if you chose to study part-time. You may still have some concerns about whether you made the right choice. In this matter you have a disadvantage, of course: as in all the real commitments in life, you cannot really compare with the road you did not choose to take. Let me tell you, however, that Vlerick is - in my personal experience of several schools - rather unique, in ways that should matter to you as students.

One dimension of this uniqueness has to do with its institutional context, being the autonomous business school of two great universities. Some business schools that are completely embedded in a university are mere fronts for theoretical management science departments. Whilst theoretically excellent, their faculty staff may not always recognise what is relevant for managers. Some might not even recognise a company if they fell over one. Other business schools are largely based on lecturing by external practitioners and visitors. Vlerick, with two great parent universities yet with its own autonomy, is one of a select group of schools where a proper faculty combines both academic research and relevance to practice. This means teaching will be based on management research but by teachers who know what the business issues are and are well-versed in leading-edge practice in their field.

The lofty ambition of a professional degree in business - as the founders of the first MBAs envisaged - is to help you become professionals. A professional is someone who not only masters a codified



Professor Philippe Haspeslagh, the new Dean of Vlerick Leuven Gent Management School.



This year, there are a total of over 400 Masters, part-time MBA and full-time MBA candidates who have just started their programme on the Ghent and Leuven campuses.

body of knowledge and its practical application, but who also conducts him or herself in a professional and ethical manner. Professor Vlerick, the founder of our School was certainly someone for whom professionalism and moral rectitude was the driving force. In fact, through his personality, and through the School, he has done more to professionalise the Flemish region's enterprises than anyone you can think of. His values and moral rectitude stood out, even if it had to come at the expense of a shortened political career. We hope that, over the coming year, you too will learn to appreciate the central role of values and a personal code of ethics in making the calls - both minor and major - you will be faced with in business life, as well as the importance and fragility of the reputation of a business, and more importantly of your own personal reputation.

You may be put in a mixed group with a Dutch engineer, a Flemish psychologist and an Indian software specialist, none of whom seems to understand that your approach is the right one. You may recognise that many stereotypes are true, but become better at dealing with them. What we hope to offer you is a condensed accelerated experience that prepares you better for our global world, which is increasingly becoming flat again.

We hope you truly progress on the path of self-knowledge and use this year to clarify not only your professional purpose, but also your self-purpose. For those of you who have a job, it will be an opportunity

to question and hopefully strengthen your commitment. For others it will be a year-long search, sometimes a nervous one, for their next job. Those of you who are dead certain what you want to do when you leave Vlerick - and who stay on that course - are blessed, as you will have more peace of mind and more time for interesting things than your fellow students. I suspect there are not many in that position.

"A professional is someone who not only masters a codified body of knowledge and its practical application, but who also conducts him or herself in a professional and ethical manner."

You may have no clue, you may be seduced by the sirens of management consulting and private equity like so many, or you may change your mind many times. Rest assured, even if our economy is heading for a downturn, Vlerick's record of employment within three months of graduation is "best in class".

Dear students, as I said before, you are joining an institution which is fifty years young - quite a respectable age for a business school. We are a dominant brand in Flanders and Belgium and are committed to increasing our international reputa-

tion. You may have met, or will soon have the opportunity to meet, some of our alumni, sometimes referred to as "Vlerick boys and girls". Just as there are Apple fans - who remain loyal and seek to proselytise no matter what the market share of Microsoft is - so too we hope many of you will turn into Vlerick die-hards, ready to keep the flame burning and give back to the School in diverse ways.

As a new Dean I joined a great team of people who in the last few years have started to leverage this special position in the Flemish and Belgian market for management education into a credible international ambition. In St Petersburg a group of 40 part-time MBA students will start their programme next month, and I have just returned from China where at Beijing University - China's premier university - 140 part-time and 60 full-time MBA candidates are studying for the same Vlerick degree as you. I hope that you will find some opportunities to exchange with them, before seeing some of them at graduation time.

At the heart of our ambition for the School is a desire to increase and enhance the faculty team with both Belgian and international talent. The business of business schools is supply-driven - excellent faculty staff create visibility and programmes that attract excellent participants. Vlerick has been blessed in having had a great generation of faculty members, some who helped build the place and are now retired, others who today shoulder the weight of the School. For them and for you, our most important task is to increase the faculty team and build up a new generation that will be even better. This will mean not only recruiting staff and helping them develop as teachers and communicators, but also helping them to establish a reputation for the School by leaving time for research as well.

Finally, I only have one word of advice to you, our 2009 graduates, which may come naturally to most of you: "work hard and play hard". Have a great year. ■



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Professor Stijn Viaene

tries to get IT professionals off their island

Professor Stijn Viaene recently became head of the Operations and Technology Management Centre (OTMC), a department that brings together expertise in fields such as process management, ICT and project management, service operations and supply chain management. For his own research, Professor Viaene is concentrating in particular on aligning Business Intelligence with Business IT. He talks about the tension in this field with enthusiasm and drive – a professor dedicated to his work.



Professor Stijn Viaene: “In outsourcing IT, the company unintentionally jeopardises operational management, particularly at enterprise level”

Professor Viaene is looking into means of using technology to increase the effectiveness and efficiency of managers’ decision making and ways in which to create dialogue between IT departments and other personnel in the company. “If the walls between the IT department and the rest of the company do not quickly disappear,” he explains, “then many IT departments will be written off.” He observes how both parties are involved in a monologue. “The employees in a company are no longer the unknowing of the past. There is a generation now at work that has huge self-confidence and who enthusiastically work with the web. And over the past few years, the majority of tools have improved in terms of accessibility and user-friendliness.”

Professor Viaene observes that many employees see the IT department as a burden. “They try to avoid having to deal with the department as much as possible. There’s a sense of frustration caused by bad experiences of working together, expectations that aren’t met, a lack of understanding, and so on. So why not just do it yourself? Or why not outsource the whole lot to an external partner that is supposedly better at listening to local demands? But in so doing, the company unintentionally jeopardises operational management, particularly at enterprise level. There is even a risk that process and information management are accidentally thrown out, like throwing out the baby with the bath water, so to speak.”

According to the professor, IT professionals have to learn how to better communicate and apply their technology to their colleagues’ needs. “Many an IT department works with its users in a pretty rigid and regimented way, and that often leads to irritation within the company. People wonder if the IT people are listening, or even wanting to listen. What’s more, a lack of understanding for the real complexity of the situation and a certain level of encouragement from suppliers mean that some end-users are starting to think that everything nowadays should be like a commodity flowing freely. And that’s why IT departments are treading on thin ice. Is it a question of marketing? Yes, of course. But there’s more to it than that. We need to be constantly on the lookout for different, better ways of encouraging and managing cooperation. It shouldn’t be just one way.”

“There are lots of applications that can be perfectly well developed or hosted by third parties – even if they are in Russia, India or China. The world has become somewhat flatter. But as a company you then need to invest in the right relationship management competences. Developers in far-off countries can have quite different ways of thinking, working and behaving towards each other. And after all, you can hardly let someone else decide your business strategy or key processes! What’s more, we need to ensure that Europe stays on the map. If we truly

mean what we say about wanting to develop a knowledge economy here, then we have to commit to technology. Having systems developed elsewhere isn’t a problem, but we have to be the ones who excel in developing innovative applications and uses – and that’s not the case at the moment.”

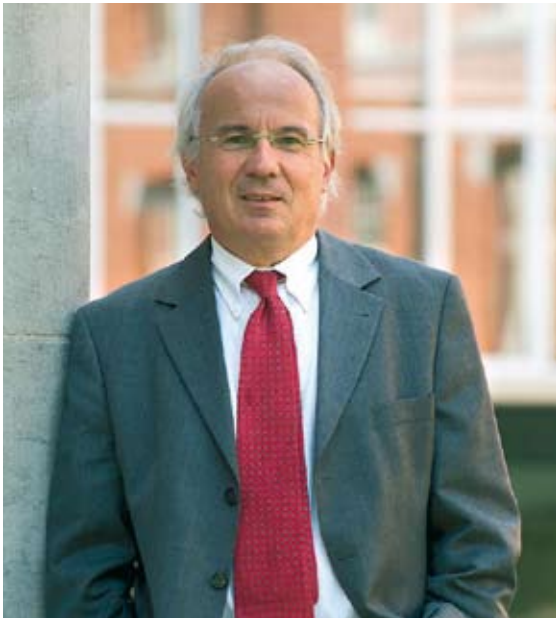
It is just one of Professor Viaene’s frustrations: “Compared to the rest of Europe, Belgium is a fairly conservative market. We’re not really prepared to invest in information systems. We should be aiming for high risk, high potential projects to form the basis of our IT portfolio, but Belgians like to play it safe and wait to see how things develop. It’s how we are but I’m afraid this prudence won’t bear much fruit in the future. We really have to come out of our shell.”

There also needs to be a change of mentality within companies. “The Chief Information Officer (CIO) needs to take a seat in the board of directors and with the CEO,” says Professor Viaene. “Only then can CIOs achieve anything as it is only then that they can help think about information and communication solutions that use IT to solve the problems and challenges of management at strategic, structural and operational level.” ■

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Operations Management a cat with seven lives

As management science has developed, the field we today call operations management has undergone numerous metamorphoses that have saved it from extinction. It is proof that the field and its supporters have continued to develop enough resilience to survive – but it is a struggle that continues to this day.



Professor Roland Van Dierdonck: "The point of solving most operational problems has become more complex. Whereas in the past the motive was to maximise efficiency, it has now become corporate social responsibility (CSR)."

Operations management goes back just as far as what is known as 'scientific management', a field that at the start of the last century was really simply production management. Most associate its origins with the father of scientific management Frederik Taylor. His principles mainly concerned the work floor and aimed to increase the efficiency of production processes by applying scientific principles, in other words applying an analytical approach. Taylor and his followers also kept in mind the human factor by aiming to make the work less tiring. Operations management as it was then therefore corresponds very much with what we call industrial management now.

Following first the famous Hawthorne Experiments and later the Tavistock Studies, a group of old colleagues from Harvard influenced the branching off of the field of organisational behaviour. What was left of operations management was to a large degree industrial engineering and from there the field of ergonomics developed. This brought an end to its association with the field of management as industrial engineering, with its focus on technical matters such as time and movement studies, layout studies and statistical quality control, did not seem to fit in with a management course. The subject disappeared from the curriculum of many MBA programmes.

It was rescued by the Second World War. At the time, various mathematic techniques were being developed to resolve

logistical operational and military issues. The same techniques proved applicable in the sixties for production matters such as stock management, planning problems and layout optimisation. Operations Management was once more a respectable field with its practitioners able to refer to a founding discipline that was appropriately named Operations Research. Most management schools then also changed the name and content of the subject to Operations Research, making the field acceptable in the academic world, but not in practice. Instead of a problem looking for a solution, as was the case in the Second World War, the reverse was happening: the solution was looking for a problem to solve. Art for art's sake, as it were. A mutual alienation developed between theory and practice and, again, the field disappeared from the curriculum of many business schools.

While most clung to the all-absorbing problem of internal logistic processes, we quickly assessed the opportunities of further integration past the walls of the company to the suppliers and clients, and even to the suppliers of the suppliers and the clients of the clients.



Nonetheless, a few schools, including Harvard, continued to put production management on their curriculum thanks to case study methodology. This ensured that the interest in the management problems that continued to exist on the work floor but for which no other management discipline could offer a solution was upheld for a small group of academics. The essential element was that the same environment was used to examine production management from a strategic perspective, distinct from the “nuts and bolts” at the root of manufacturing strategy. The field consequently became relevant even at a level of top management.

This development was stimulated by the success of Japanese companies, with Toyota leading the field. These companies taught us that a few simple principles could result in strong competitive advantages. When describing the Japanese methods, there would often be a sense of déjà vu harking back to the period of industrial management. The difference lay in the coherent, consistent and long-term oriented approach. JIT and TQM and their modern day equivalents lean manufacturing and six sigma are simple examples of the concept. Their strength lies in their comprehensive application, supported by top management, across the organisation. The field was so saved by Harvard and the Japanese.

Another negative factor however was the dissolution of a production base in our Western economies. Industrial companies constituted just 30% of our GNP whilst the service industry took up the lion's share. As production management is, after all, predominantly relevant for production companies, what was the value of concepts and techniques that had their origins in an industrial environment? Service management involved dealing with clients and difficult

clients hampered the application of our methods.

We were back to being doomed to irrelevancy. Service management was principally a field of marketing that looked at operational problems such as the layout of a shop or restaurant from the point of view of the client. Layout suddenly became servicescape and it was no surprise that marketing specialists appeared in our field. Fortunately, there were a number of colleagues who could bridge

The establishment and integrated management of networks, both local and international, has become an important challenge in today's operational management.

the gap and develop new concepts especially for the service industry to improve operational management in hospitals, banks, hotels and government organisations. It was then that our field gained the name Operational Management. After all, production management for a hospital sounds slightly alarming.

Meanwhile, we had reached the nineties. Operational Management traditionally focused on processes, and expressions such as from well to pump, from sand to glass, and from cow to fridge were frequently heard expressions. Nonetheless, most companies thought predominantly functionally and processes were often built like a silo system. Computer applications such as MRP and, later, ERP gave us the technology to work through the walls of these silos. Concepts and techniques such as Time Based Competition

and Business Engineering enabled us to map out these processes, then analyse them and optimise them with a view to improving integration. This was particularly the case with the logistics processes. While most clung to the all-absorbing problem of internal logistic processes, we quickly assessed the opportunities of further integration past the walls of the company to the suppliers and clients, and even to the suppliers of the suppliers and the clients of the clients. Now it really was a case of from well to pump. Technical developments enabled us to do this and the stronger and, particularly, more global competition in business and the increasing degree of outsourcing created the need. The field of Supply Chain Management was born and operational management at many business schools was renamed as such.

Businesses, industrial and, increasingly, service-oriented, have since become network organisations. The establishment and integrated management of networks, both local and international, has therefore become an important challenge in today's operational management. In addition, the point of solving most operational problems has become more complex. Whereas in the past the motive was to maximise efficiency, it has now become corporate social responsibility (CSR). CSR is often part of the operational processes over which business have either a direct or indirect influence. How we can translate this into a mathematic model is not yet clear to me but it is probably another challenge we should be daring to take on. ■

Roland Van Dierdonck
Partner at Vlerick Leuven Gent
Management School

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Risk management should lead to sustainable supply chain

Extensive globalisation and the outsourcing of logistic services in line with just-in-time principles have made numerous supply chains vulnerable. The question is if companies sufficiently allow for this vulnerability when they decide for example to delocalise. “Surprisingly few companies have a mature risk management model in their supply chain,” warns Professor Ann Vereecke from Vlerick Leuven Gent Management School.



Professor Ann Vereecke: “Decisions on delocalisation are often based on a situation at a particular moment in time.”

Natural disasters, strikes, and bankrupt suppliers are just some of the causes of problems in the supply chain. The more parties involved and the greater the distance, the greater the complexity and the risk. What’s more, many companies have now reduced their stock levels as part of their lean operations approach. This can considerably increase the effect of any calamities. For example, if the Antwerp docks strike, then the production line at General Motors falls still within a day. So maybe some companies have become too lean. “The effect is often immediate,” says Professor Ann Vereecke from Vlerick. “Too much is never good. Just-in-time management never aimed to reduce stocks to zero.” Companies that cut away too much ‘slack’ will of course suddenly become vulnerable. “But you can reduce stock levels simply by eliminating uncertainties,” says Vereecke.

Risk models

In contrast to the financial sector where risk management is an everyday, and essential, concept, there are still only a few companies that work with risk management in their supply chain. Which is why Vlerick, in collaboration with Prime Foundation Partner Möbius, have set up a programme to collate logistic risks in a practical model based on such questions as where can calamities be anticipated, how big is the risk that they will occur, what is their impact and how can risk be reduced or the impact minimalised.

Professor Vereecke identifies five types of risk, namely: suppliers and their possible quality problems (for example, Mattel’s children’s toys that suddenly have lead paint on them); unpredictable markets (for example,

new markets or exchange rate differences); environmental factors (such as natural disasters, fire, developments in labour costs); business process risks (for example, the breakdown of an essential machine); and finally, control system risks (such as incorrect information on stock levels).

Sustainable supply chain

Many organisations have in the past few years taken on a global sourcing strategy, with added complexity and risk. “Quality standards are not uniform across the globe and sometimes you even have to deal with corruption,” explains Professor Vereecke. In addition, the costs of raw materials and transport have risen sharply while labour costs in typically low-wage countries are gradually increasing. “Decisions on delocalisation are often based on a situation at a particular moment in time,” says Vereecke. Not enough companies consider how long production should be in place before it needs to break even or how steeply transport and labour costs are allowed to increase. This means that global sourcing isn’t always the optimal choice. In fact Ikea, for example, is going to manufacture its goods for the American market in... America itself. And finally, more and more companies are basing their supply chain on ecological or ethical aspects by eliminating unnecessary transport or excluding suppliers involved in social exploitation. ■

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Executive Master Class in Supply Chain Management

'The great strength of this programme is the exchange of knowledge'

That is what Kris Pintens, Logistics Project Manager at Janssen Pharmaceutica, says about the Executive Master Class in Supply Chain Management. Supply Chain Management (SCM) is a fast-evolving area growing in importance. Vlerick Leuven Gent Management School has played into this market providing courses, workshops and forums. Why did Kris choose this course and what did he think of it? Here's what he has to say...



Kris Pintens, Logistics Project Manager, Janssen Pharmaceutica: "The group exercises were the most memorable!"

Going deeper and broader

"The course is very broad and that's why I thought it seemed the most appropriate. I already had a few years experience in logistics, more specifically distribution, and I wanted to not only develop my knowledge but also broaden it. The course exceeded my expectations, covering all aspects of the supply chain, from purchasing to distribution. The module on international strategy & supply chain design was particularly interesting. The material was new to me and the lessons gave me an insight into ways in which modern organisations can use SCM intelligently."

Cross-pollination

"The balance between theory and practice was exactly right. The modules delved deeply into the theory yet there was sufficient time for group cases. The weeks we spent on the group exercises were intensive, sometimes hectic, but it was during those weeks that I learnt the most, thanks to the transfer of knowledge. You could call it the cross-pollination."

Theory that works

"In my personal project, I was able to see how effective the theory was in practice. My colleagues and I set up an internal lean supply chain project at Janssen Pharmaceutica in which we looked into how we could transfer stock to an external storage depot and how this was managed. There was of course already a system but it was inadequate. By applying the principles of lean supply chain management, we were able to restructure and streamline certain aspects. The project was not only a great learning experience for me but it was also very positively received. The business processes in question have now been simplified and become more automated. My colleagues are pleased!"

Personal and professional enrichment

"I made real friends during the course. Extending my network was certainly not the reason I joined the programme but it's definitely one of the outcomes. Both personal and professional ties have been formed and we still regularly get together."

If someone has a work problem or we simply want to bounce off ideas, we can always give each other a call."

Recommendable

"Would I choose this course again? Most definitely! A colleague recently asked my advice and I recommended the programme to her. I'd do it again immediately, not just because of the content, but also because of the cases and the interpersonal aspects. You learn to work together in a group under time pressure. For example, we got our final case one afternoon and had to present our findings the very next morning. And then there are the friendships of course! In a theory course, you make contact with people but it's more cursory – you're restricted to just the breaks. In this course, you have intensive group exercises and that makes the contact somewhat different." ■

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Certified practice-oriented Lean Competency programme



“Don’t Lean too far” is a warning often heard from sceptics and specialists. Nevertheless, the Lean Operations approach is very popular amongst a growing number of managers in the manufacturing industry and services sector. Does the Lean philosophy slim our business down to the essentials or is it a form of anorexia? Vlerick gives you the answer in a practice-oriented training programme certified by the UK-based Lean Enterprise Research Centre.

The Lean Operations approach has its roots in the manufacturing industry, specifically the production system developed by Toyota in the 1980s. From this base in manufacturing, the Lean philosophy is now conquering other sectors, including the services sector. “The aim is to achieve improved operational efficiency through higher quality, a faster response, greater flexibility and more value,” explains Robert Boute, Assistant Professor in Vlerick’s Operations and Technology Management Competence Centre. One crucial aspect is identifying what represents real added value in the eyes of the client. “Everything that does not represent added value for the client is waste, or ‘muda’ in Japanese. A Lean Operations strategy consists in eliminating this waste step by step.” Prof. Boute points to such examples as unnecessary transport, excessive stock levels, unnecessarily lengthy approval procedures and delays.

Continual improvement

The Lean approach should not lead to nihilism or operational anorexia. “Rushing in and applying the Lean principle with-

out due preparation is asking for trouble. Going at it like a bull at a gate just doesn’t work,” Robert Boute warns. For a successful approach, it is essential to have a high degree of transparency, continual process improvement and close involvement of the team on the shop floor. The identification of waste must be based on accurate data and a thorough knowledge of internal processes. “It’s a balancing act,” Boute concludes, “but continual improvement has to be a good thing.”

Certification

What tools can be used to identify value and waste? Vlerick aims to answer these questions and many others in a practice-oriented training programme, offering a combination of insight, real-life case studies and an individual study project. Participants who successfully complete the programme will be awarded a Lean Competency certificate by the prestigious Lean Enterprise Research Centre in Cardiff (UK). ■



Professor Robert Boute: “Rushing in and applying the Lean principle without due preparation is asking for trouble”

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A set component of the Masters' degree in General Management is the in-company project, an eight-week long project at a company based in Belgium or abroad. Thibaut De Veyt and Charles Fauquette opted for a project at ANG, container manufacturers for various industries. The company is based in Oudenaarde and trades mainly in Belgium and France. Thibaut and Charles look back on the project with ANG's deputy director Christophe Vander Stichele.

Students dissect business processes

The background

Christophe: "In 1994 we set up our own production line in Poland, having previously outsourced work there. Fifteen years on and the processes were in need of improvement, so we started up an internal project. A chance meeting with someone from Vlerick got the ball rolling and, in consultation with the production manager, we decided to bring two students onto the project."

Thibaut: "We were looking for a project abroad. China and India were particularly appealing but then we heard about this project. Eastern Europe is an emerging market, so Poland sounded like an attractive prospect too."

Charles: "We went to have a look around first. The autonomy the project offered strongly appealed and it seemed like a real challenge for us"

From challenge to results

Thibaut: "The project had a broad base. Each aspect of the organisation and all the business processes were dissected enabling us to expose the trouble spots in the company and analyse all the wasted time and space. The findings of the study were brought together in a report with recommendations."

Charles: "That's right, and together with the rest of the project team we expanded on the practical solutions and developed an implementation scenario that would be executed throughout."

Christophe: "We applied the principles of lean processing in the project and that was quite confrontational. Certainly one of the most important things that Thibaut and Charles did was map out the financial aspect of our processes. It meant we could see in black and white where the wastage lay."

The conclusion: to be recommended!

Charles: "It was a great experience; particularly because the project was so broad. We were really able to apply everything we'd learnt at Vlerick. We formed a close-knit team with the people at ANG in Belgium and we could rely on advice from Professor Robert Boute and Stefaan De Wulf, a Vlerick alumnus hired in by ANG as external consultant for the project."

Thibaut: "We had high hopes for the project but they were more than surpassed. We enjoyed working in a production environment; it was hands-on and we worked closely with everyone involved. That's the advantage of working on location; you can ask questions more directly and immediately assess if solutions will work in practice."

Christophe: "I was a little sceptical at first, but I've been pleasantly surprised. Thanks to Charles and Thibaut's input we've been able to implement the necessary improvements quicker than we thought. I'd recommend everyone get Vlerick students involved in in-company projects."

And the future?

Charles graduated in engineering, Thibaut has a Masters' degree in Law, and now they both have a Masters' degree in General Management. When asked what their plans are, Charles answers, "I'm going to work for Tractebel Engineering in Brussels as a junior engineer. I'll definitely be able to use the experience I got at ANG." Thibaut still has a choice of options and says, "At ANG, I really enjoyed learning about and working in business, so I'd really like to be able to combine law with management consulting." ■



From left to right: Charles Fauquette, Christophe Vander Stichele, Thibaut De Veyt

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What should be done with used products?



Professor Robert Klassen

The "take-back" law requires retailers to take back an old appliance, free of charge, when a new, equivalent appliance is purchased. For example, you can return an old freezer when you buy a new model. The product's brand is not important, nor is the place of purchase (small retailer or supermarket). When a new appliance is delivered to your home, the vendor is obliged to take back your old one, free of charge, if this is what you wish. Recupel relates to all waste electrical and electronic equipment, as defined in the European Directive.

The end-of-life responsibilities

Robert Klassen and two fellow researchers considered the question of what to do with a product when the customer is finished with it. In other words, they looked at the reverse supply chain (RSC). Unlike the forward supply chain, the process of converting raw materials into finished goods, the reverse supply chain refers to the various activities necessary to retrieve a product from a customer and either dispose of it or recover value. As European legislation also applies to non-European importers, Klassen and his colleagues decided to concentrate on whether Canadian firms, especially those operating internationally, were taking their "end-of-life" responsibilities seriously.

The study

The firms in the study they conducted represent various industries, selected because of the high probability of their involvement in RSCs, specifically in remanufacturing, e.g. electrical equipment and machinery manufacturing. Out of 502 surveys issued, a total of 126 surveys were returned, yielding a response rate of 27%. Response rates greater than 20% are generally considered acceptable in supply chain management research. The researchers make a distinction between two types of recovery of end-of-life products: low-value recovery, which involves waste management and recycling, and high-value recovery, which involves reconditioning or reuse. Recycling used parts of copiers in new copiers is an example of high-value recovery. Unfortunately, the research results indicate that only 48% of products are recycled and 34% are simply disposed of as waste, which means they end up as low-value recovery. The remaining 18%, however, results in high-value recovery: 13% is reconditioned and 5% is reused. Further research showed that organisations that recycle or dispose of their used products mostly call in third parties to get rid of their returned products. The researchers conclude that by taking initial responsibility for their returned products

Consumers worldwide are increasingly demanding that businesses should ensure environmental and social sustainability and are supported in this by "take-back" laws, particularly in the European Union. Belgium, for instance, has its own policy in this area, known as Recupel. Robert Klassen and two fellow researchers considered the question of what to do with a product when the customer is finished with it.

themselves, these organisations will be forced to consider a reverse supply chain. And this presents them with a significant opportunity: not only can they add to the environmental benefits – highly appreciated by consumers – but they can also try to capture more and more value rather than have to create it anew each time. ■

One of the co-authors of the study, Robert Klassen, is a member of the Flanders DC Faculty in Residence and Professor of Operations Management at Ivey School of Business in Canada. He will hold a one-year appointment at Vlerick Leuven Gent Management School, where his research will particularly focus on improving social performance in supply chains in Flemish multinationals. In searching for previous pioneering research exploring the links between the natural environment and operations, we came across recent research he carried out on Canadian firms.

Info

Kocabasoglu, C., Prahinski, C. & Klassen, R. (2007), Linking forward and reverse supply chain investments: the role of business uncertainty, *Journal of Operations Management* 25(6), 1141-1160.

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



Business networks require enforced coordination

Business networks are made up of organisations that strive to provide complex products and services by coordinating their activities. The level of coordination required is substantial, not only between a company and a few of its immediate suppliers, but also among the suppliers. When we took a closer look at coordination research, we came across recent work in the field of multi-team systems, which, in a sense, is what business networks are.

Successful teams are characterised by increased coordination. Researchers Leslie DeChurch and Michelle Marks recently set up an experiment in close cooperation with the army. The experiment was a simulation of an attack situation. The exercise involved putting together teams of six people, who were then divided into three teams of two. Within each group of three teams there was a flight team, a ground team and a leader team. The leader teams were manipulated, which involved training leaders to engage in activities believed to facilitate teamwork between the teams. DeChurch and Marks concluded that team leaders trained in strategy urge other teams to focus on a better individual strategy. Teams trained in coordination, on the other hand, focused instead on better coordination between the different teams. As the scale of business networks steadily increases, special attention must be devoted to coordination between the different parts of the network.

In business networks, however, it is not always possible to create a central coordination unit. According to Professor Peter Rittgen, who specialises in business processes and information systems, in the absence of a central coordination unit, a contract is typically used as an instrument of coordination. Such a contract describes the workflow of a particular partnership and covers all relevant issues of the partnership. The contract has to specify general terms and conditions that can be seen as parameters controlling the interaction between the different partners. Pricing, terms of delivery and terms of payment are all examples of such parameters. An elaborate contract should be clear. Vague contracts lead to the same kind of problems we find in badly managed teams, particularly virtual teams. Communication disorders are the number 1 problem. In his research on business networks, Peter Rittgen talks about “broken patterns”: each business act should be related to another in a pattern of

initiative and response, and the sequence of business acts must be followed so that the pattern is not broken. This goes along with indistinct communication structures: who has to communicate with whom? Next, business rules are needed to regulate the details of interaction and to provide infrastructure support, such as IT systems. Finally, establishing trust is important as lack of trust often leads to unfulfilled expectations. ■

Peter Rittgen is Professor of Business Process Innovation & Intelligence and a member of the Faculty in Residence for a period of one year. He will work on the development of useful process innovation tools.

Further reading: Rittgen, P. (2008). “A contract-based architecture for business networks”, *International Journal of Electronic Commerce* 12(4), 137-145.





MINOZ monitors the health status of hospitals

Telehealth, cross-border healthcare, collaboration between hospitals, ethical conflicts - these are just some of the tricky issues facing hospital managers these days. MINOZ, Vlerick's Research Centre for Hospital Management, keeps its finger on the pulse of these trends and makes recommendations. Together with a network of hospitals, the Centre is all set to embark on a new three-year programme in 2009. Time for a diagnosis.

Developments

Even though hospitals are non-profit organisations, they still strive to be highly professional and innovative. Changes in healthcare are happening all the time, with different issues constantly cropping up. Lieven De Raedt, researcher at MINOZ: "Twenty years ago international healthcare didn't even exist. Nowadays, more and more foreign patients are seeking treatment in Belgian hospitals and healthcare is regarded as an export product. Ten years ago home and community care wasn't on the horizon either. With the advancement of technology, we're now looking at how patients can be monitored at home via telehealth. Amidst all these different developments, quality management naturally continues to be a key priority so as to guarantee optimum patient care."

Research and consultation

MINOZ brings together the various management disciplines in hospitals, draws up a work agenda in consultation with the hospitals involved in the Centre as research partners and disseminates knowledge via workshops and training courses. Filip Goeman, Product Manager: "Every year we organise three workshops that are always preceded by several months of research. The topics for the forthcoming workshops haven't been decided yet, but hospitals are expressing a great deal of interest in assessing and optimising patient flow through the hospital and in taking a close look at productivity in healthcare; there is also demand for more information about health operations management." The research receives financial backing not only from the hospitals that are members of MINOZ, but

also from companies involved in a sponsorship capacity.

Management for hospital physicians

Besides conducting research, MINOZ provides management training for hospital physicians. More than 350 doctors have completed general management and financial management programmes at Vlerick. To cope with the demand for advanced training, MINOZ will be launching "Capita Selecta" in October of this year, a mixture of "hard" and "soft" management topics to keep hospital physicians abreast of the latest developments. Spread over four modules, the programme will cover subjects such as organisational change in hospitals, quality management and patient safety, process management and negotiating techniques, and conflict management.

Management for healthcare institutions

Once a year MINOZ organises a Healthcare Management Day for personnel in the hospital and elderly care sectors and for government agencies operating within these sectors. The focus is on broad-based topics. The last Healthcare Management Day, for example, centred on the theme of motivating personnel in the healthcare sector and the next one will concentrate on innovation in hospitals and care facilities for the elderly. ■

Info

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'Thanks to research centres like MINOZ, we're one of the leaders in the sector'

The Virga Jesse Hospital in Hasselt, Belgium, has been a MINOZ research partner since 1997. Chief Executive Yves Breysem explains why: "Our partnership with MINOZ is based on three key elements. First of all, it's important to evaluate hospital policy in the light of scientific research results. We also need to keep our finger on the pulse of new ideas and developments in healthcare worldwide and then apply them to the Flemish situation. Thanks to research centres like MINOZ, we're one of the leaders in the sector. Lastly, networking with other hospitals is a useful way of benchmarking our position and the developments taking place in our hospital. Our sector is facing a great many new challenges. We have to keep a close eye on technological advances, but at the same time make choices. The high cost of new technology means, for instance, that a hospital has to weigh up whether a partnership with other hospitals might not be a more effective way of saving money, offering a better option for both the hospital and the patient. Hospitals are becoming increasingly professional in their approach, with the introduction of management principles and conceptual frameworks, so we've been investing in management training for hospital physicians for some considerable time now. Some doctors are doing a course in hospital management or financial management or an MBA at Vlerick."

'St Petersburg campus is a plus for Russia and Belgium'

The Belgian Consulate-General in St Petersburg only opened in April but Consul-General Marie-Johane Roccas has already launched various initiatives. Her diplomatic presence, combined with the Vlerick campus, can help stimulate economic development in Russia.

Following diplomatic positions in Geneva, an ambassadorship in Zagreb and a position as economic advisor to King Boudewijn, King Albert and Prince Filip in Brussels, diplomat Marie-Johane Roccas has headed the new Consulate-General since its opening in April. "The economic relations between Russia and Belgium are excellent," she says. "Exports comprise machines, chemical products and transport goods and totalled some 3,231 million euro in 2007. Imports in 2007 totalled 4,824 million euro and mainly concerned oil and gas." The ports of Antwerp and St Petersburg work closely together and there are already Belgian investors in the west-Russian city. Additional diplomatic presence in the largest country in the world is therefore more of a necessity than a luxury.

Young country

Russia is thriving. Roccas explains, "GNP is six times higher than it was in 1997, annual economic growth is about 8 percent and there is no national debt." Of

course, there is room for improvement. "Inflation is fourteen percent, the civil service is inefficient, the infrastructure is weak and motivation to be competitive could be higher. Of course, you shouldn't forget that Russia is a young country with incredible vitality. But having vitality alone isn't enough, you also need good management. However, the low level of unemployment makes attracting and retaining good managers difficult."

Networking

Roccas has a clear opinion on Vlerick's presence in St Petersburg. "The campus is a huge plus for Russia. The courses are given in English and the School raises ethical awareness and loyalty. And it provides an answer to the question as to how a business director should behave in a market economy. For Belgium, the campus offers only advantages. Says Roccas, "An establishment in a country with such a huge market where Russia's future managers can study offers considerable prospects. When these people holding posi-

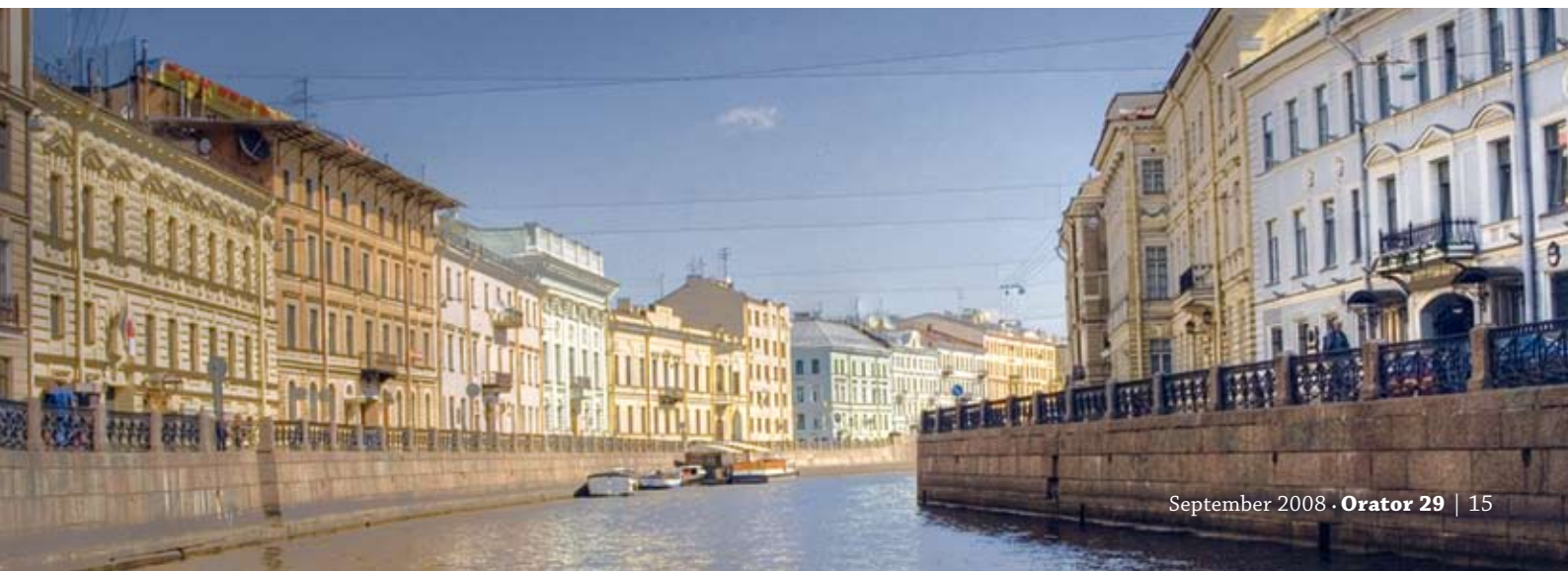


Marie-Johane Roccas, Belgian Consul-General in St. Petersburg: 'An establishment in a country with such a huge market where Russia's future managers can study offers considerable prospects.'

tions of responsibility later look for business partners, they'll automatically turn to the country with which they had links during their study."

The Consulate-General and Vlerick are planning joint academies. "And of course", continues Roccas, "alumni will also be invited to events such as on 21 July, Belgium's National Day, and to the Belgian Business Club." ■

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A glance at Russian software industry



Much is written about Russian IT and software development capabilities, and opinions are so diverse that no other country has prompted such polarisation in the views of analysts and other opinion-formers towards Russia.

development factories.” It is doubtful whether Russia can compete with India in terms of volume of software and services exported in the near future, but in terms of quality of resources, Russia is already a strong competitor. It is generally accepted that the greatest asset of the Russian programming industry is the high quality of its technical specialists.

The Soviet Union left behind a world-class system of science education. As a result, Russia now has up to 40% more scientists per capita than Germany, France or the United Kingdom, and 20 times more scientists per capita than India, according to Forrester Research. Annually, Russian universities produce around 45,000 IT engineering graduates, including more than 22,000 maths and physics graduates. Russian software companies often recruit graduates from the leading technical universities. The programming skills of Russian university graduates are excellent, as evidenced by their strong performance in world programming contests. The Association for Computing Machinery (ACM) organises an annual International Collegiate Programming Contest among 1,300 universities in 65 countries, the best-known event of its kind. In 2004 the winning team came from the St Petersburg Institute of Fine Mechanics and Optics. Teams from St Petersburg State University won the ACM Programming Contest in 2000 and 2001, and in 2003 three Russian teams made it into the top 10 – Moscow State University took second place, the St Petersburg Institute of Fine Mechanics and Optics came third, while Saratov State University was seventh. It is also worth

mentioning the world programming competition organised annually by Google. In the latest competition, 33 of the 100 finalists were from Russia.

Practically every Russian programmer holds at least a Masters’ degree in computer science, applied mathematics, mathematics, electrical engineering or physics. According to consulting and research group Market-Visio/EDC, 77.4% of Russian software companies employ PhDs, while in 45.8% of those companies PhDs make up 10% or more of their staff. In the United States, by way of comparison, 86% of software professionals hold a bachelor’s or associate degree or no degree at all.

This pool of scientific talent has enticed several Western companies to open wholly owned development centres in Russia, including technology leaders like Intel, Sun, Motorola, Alcatel, Hewlett-Packard and Siemens. Intel alone employs over 800 Russian engineers and scientists, mostly based in Nizhny Novgorod and the former “closed” city of Sarov. According to Alexander Palladin, a spokesman for Intel in Russia, they solve difficult problems for the company’s research and development division. “In the eyes of Intel’s management, Russian specialists are very highly regarded for their scientific knowledge,” he said.

A strong background of Russian developers in mission-critical real-time systems, mathematical modelling, and scientific and military applications is well recognised. A much less well-known fact is that from the days of the former Soviet Union in the 1980s, waves of Russian émigré

Kathleen Goolsby of OutsourcingCenter.com wrote: “Some say the Russians are the best in the world when it comes to software”, while Steve Chase, President of Intel Russia, commented that “when it comes to writing complex computer programs, the Russians are absolutely tops”. Other sources, like A.T. Kearney in its famous report, put Russia very low on the scale of countries with potential for software outsourcing, despite the fact that the Gartner Group had estimated that by 2007, Russia would have captured a 5% market share of offshore services revenue in North America and Western Europe.

According to a report by the American Chamber of Commerce in Russia, Russian programmers are well-suited for complex projects: “Indian programmers ... do not have such wide experience with different technologies: their experience is typically limited to working in large software

programmers in the US have entrenched themselves in the American financial services industry. Visit the IT department of any major New York financial services company and you will find a significant number of Russian-speaking staff doing either quantitative analysis, complex algorithm modelling or source code development.

According to the results of the IDC research, Western European and American companies that outsource software solutions to Russian providers were satisfied with the quality of the work done: 14 out of 20 respondents said that the work was of a highly professional level. In their

opinion, the main advantages of the software companies in Russia to which they outsource work are as follows: low level of staff turnover and availability of well-trained technical specialists who are able to adapt to the changing requirements of the customer. They emphasise the abilities and skills of Russian developers in designing and developing complex systems, in particular in the field of engineering or application software. The aforementioned advantages of the Russian outsourcing companies were already well-known, but in the IDC report they are once again confirmed by research results and described more explicitly. It is surprising that none of the respondents com-

plained about Russian infrastructure or about problems related to intellectual property rights protection, which have usually been criticised locally. The level of criticism has recently declined substantially, however.

Professor Alexander Yanchevsky,
Dean of Vlerick's St Petersburg Campus

Based on data provided by RUSSOFT Association, Birzhevaya liniya 16, St Petersburg, 199034, Russia



» **WORK**

Co-founder of an ICT company initially providing software for multimedia and later developing training systems. Since the merger of his company in 2006 with BCC, one of the ten biggest IT companies in Russia, Nikiforov has held the position of General Director of Corporate Training Systems.

» **Membership**

First Russian and youngest member of the Vlerick International Advisory Board since 2007. As a specialist in Russian and North Asian development, Nikiforov sees in the Board a good balance between experienced and younger people and a good vehicle for further developing the business school internationally.

View on Vlerick

"I think Vlerick should aim to form a solid bridge between European and Russian business culture," comments Nikiforov. "In Russia, Vlerick presents a unique proposition. On the one hand, providing a European quality of education that is trusted by European and international companies and, on the other hand, offering the experience and network database of a Russian business school that has already been operating in the Russian market for 16 years. As personal contacts are one of the main tools in business development, the more than 600 Alumni in Russia offer great potential. What's more, the booming Russian economy attracts multinationals who could contact Vlerick for possible employees, the Vlerick young high potentials. In addition, these same multinationals can enrol their employees on Vlerick programmes and work with Vlerick to develop company-specific programmes that take into account working in the Russian market."

Igor Nikiforov

Vlerick International Advisory Board Member

» **CIVIL STATUS & AGE**

35, married with two daughters, born and living in St Petersburg

» **CHARACTER**

Energetic, creative, goal-driven, sportsman and car lover

» **EDUCATION**

PhD in Computer Sciences (2000) from St Petersburg State Electrotechnical University, FT MBA (2003) at International School of Management (now the third campus of Vlerick).



"I think Vlerick should aim to form a solid bridge between European and Russian business culture"

Business view

"Russia is one of today's leading and fastest growing emerging markets," says Nikiforov. "Nevertheless, many Russian companies are facing the same problems Europeans did decades ago. If, in the early nineties, more owners and top managers had run their businesses based on common sense and intuition, Russia would not be now reinventing the wheel by developing new Russian management concepts but would be exploiting the European knowledge and experience which foreign business school are eager to share. As European business schools usually combine teaching with consulting and research, they have the opportunity to illustrate academic theory with business cases from their own activities."

Professor Mario Vanhoucke has always had a passion for fundamental research. When an American IT expert developed a technique for measuring the duration of a project, he started to analyse it purely out of academic interest. Imagine his surprise when he discovered that the business world was interested too! This led to a research project spanning six years, the results of which are soon to be published in book form under the title of ‘Measuring Time’.

Time under control?

Time is money

It may be a cliché but for some businesses it is really crucial to be able to predict the duration of a project. A good example is a company that designs and maintains baggage handling systems. The value of each contract they enter into is fixed, but can be set higher if they can promise a shorter delivery date. If they fail to meet the agreed completion date, there is a penalty fee to pay for each day late. It is therefore essential to be able to forecast a short but reasonable deadline.

Mario Vanhoucke explains: “The ‘earned value’ technique is frequently used to estimate the cost and duration of a project. However, it has the drawback of expressing the duration in units of cost rather than time, i.e. what it will cost if the project overruns by x hours. An American IT expert

examined the problem and developed the ‘earned schedule’ technique based on ‘earned value’ in order to predict the duration of a project. He applied the technique to a real-life project and it worked. So far, so good – but that was no guarantee that it would work for every project. My curiosity was aroused and I started a research project with a number of companies to find out which projects ‘earned schedule’ could be applied to.”

Predicting success

In practice, a project often involves a complex array of activities. These activities may be carried out in succession, as in a building project for example, or simultaneously, as is often the case with IT projects. Mario Vanhoucke again: “I used a software program to classify 4,100 fictive projects that had all the characteristics that can be found in practice. Surprisingly,

the conventional schedule-risk analysis and the more recent earned value/earned schedule techniques appeared to complement each other perfectly. The earned value/earned schedule approach, which measures performance at project level, turns out to work well for serial projects, while schedule-risk analysis of just those activities identified in a preliminary schedule risk analysis gives more reliable results for parallel projects.”

The researcher tested the fictive projects in practice, and was slightly taken aback when project managers said “OK, now we know whether these techniques give reliable signals, but what we’re interested in is whether or not the project will be successful.” Mario Vanhoucke: “That came as a bit of a shock but it was a good point of course. So I set up a new simulation study, which lasted three years and was designed to establish whether interventions prompted by a negative signal actually had a positive effect and, conversely, whether it was a good thing to take no action when the signal was positive. Unlike the signals given by older techniques, which sometimes prompted expensive and fruitless interventions, the signals from the new technique proved to be reliable: you should indeed intervene when there is a negative signal, and otherwise not. Of course, the signals are no more than signals; the data input must be of good quality to start with, and then the success of the project mainly depends on the project manager’s interpretation and the actions he or she undertakes. If you’re tracking just one simple project, you don’t really need this tool, but it’s extremely useful if you’re managing several complex projects.” ■



Prof. Dr Mario Vanhoucke is Professor in Project Management and Programme Director of the 4-day Project Management programme at Vlerick Leuven Gent Management School. Prof. Dr Mario Vanhoucke has experience with multiple real life projects like Westerschelde Tunnel and TMVW.

In 2007 Professor Mario Vanhoucke was presented with a Project Management Institute award for his research on “Measuring the Accuracy of Earned Value/Earned Schedule Forecasting Predictors”. Today, the technique is already being applied in Belgium, the UK, Germany and Spain.

Please check out our PROJECT MANAGEMENT programme!

Timing: Fall 2008 (6, 13, 20, 22 October) and Spring 2009 (6, 9, 27, 30 April)

Info: Gaëtane Beernaert, +32 9 210 98 22, gaetane.beernaert@vlerick.be

Full programme details:

www.vlerick.be/go/projectmanagement

Info

- http://www.protrack.be/protrack_research.php
- http://www.pmi-cpm.org/pages/measurable_news/documents/Winter20072008Final5_000.pdf

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This year, the Young Management programme is being given in English as well as Dutch. The International Management programme which was already given in English has now been divided into four modules of five days instead of spread out over seven modules of three days. This means that participants who live abroad do not need to make the move to Gent or Leuven quite so often. Two alumni tell us about their experiences.

Restyling of the general management programmes

More attractive for international participants

An Appelmans, Account Manager at Vanbreda International

"I followed the Young Management programme at Vlerick last year. The programme was then only given in Dutch but that didn't make it any less international. Practically all of my fellow students also worked for their companies beyond the Flanders region. I myself was just back from a year in Kuala Lumpur when I started the programme. I'd set up Vanbreda International's Asian head office in Malaysia – an enormous challenge and a great experience, but I'd only taken a language course as preparation. Most of the decisions I took in Malaysia, I took on gut feeling. It worked well but when I got back I felt I needed some theory to back up my experiences. At Vlerick, I didn't just gain good insight

into every aspect of business, but also into my own way of working. In addition, I learned a lot from my fellow students. We were often asked about our own experiences during the lessons and that was really interesting as there were quite a few others who were heading international teams from their base in Flanders or working in a global environment.

We all referred to our own business sector with its own problems and its own solutions, but found just as many similarities. Offering the course in English is truly a step in the right direction. After all, it's always interesting to consider the same concepts and ideas from different cultural backgrounds." ■

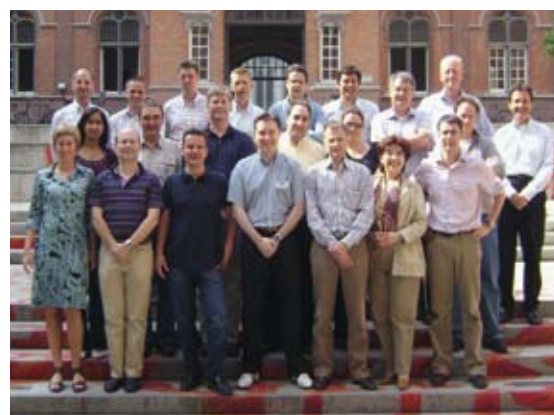


An: "I didn't just gain good insight into every aspect of business, but also into my own way of working."

Philippe Van De Castele, Director of Database Operations for Central and Eastern Europe at Tele Atlas

"I finished the International Management programme at Vlerick just a few months ago. It was an exceptionally useful and fascinating experience. And it was the perfect way to recap on the particulars of management – it's fifteen years since I completed my engineering degree specialising in geography. Over the past few years, I've regularly followed short programmes or training courses through my work, but they never really scratched more than the surface. For this course at Vlerick, I really took the time to delve into the subjects. Looking at strategy and finance in a global context was particularly interesting, partly because I also work in a very international environ-

ment. The programme really provided the answers to my questions. However, it's not easy for participants from abroad to come to Gent or Leuven seven times in less than a year, whether they come by plane or train. I live and work in Brussels, so it wasn't a problem for me, but I can understand the change to four modules spread over five days. It makes the course even more attractive to people from abroad who need a course like International Management. Still, it's always a huge challenge at our level to try and free up enough time to follow a course. Luckily, at Vlerick, you never have the idea that you're wasting even a minute of your time." ■



Philippe: "At Vlerick, you never have the idea that you're wasting even a minute of your time."

New talent at Vlerick



Professor Iris Vanaelst

'The contact with entrepreneurs is very inspiring for a researcher'

Professor Iris Vanaelst is no stranger at Vlerick. She has been involved in the Master Class in Innovation and Entrepreneurship, the Vlerick Innovation Network and various research projects, not to mention visiting the School as a guest lecturer. Starting in September, she will take up a full-time post as assistant professor and will be the new face of the Policy Research Centre for Entrepreneurship and International Entrepreneurship. We asked Iris what brought her to Vlerick and about her future plans.

Iris Vanaelst: "For the past couple of years I've been working as a lecturer in enterprise and innovation at Nottingham University Business School, but I made sure that I kept in touch with Vlerick and with Bart Clarysse's research team during that time. The strong interaction between Vlerick and the business world is

specifically what attracted me. The contact with entrepreneurs and companies is very inspiring for a researcher. You pick up ideas and identify needs in the market – businesses are just as keen to seek inspiration, tools and academic conceptual frameworks. Innovation management will be a core component of the classes I'll be teaching at Vlerick. My research focuses on entrepreneurial teams in innovative start-ups, but also on teams involved in innovative projects in large companies. Looking to the future, I want to turn my attention to the creative sector. Another challenge is the Policy Research Centre, which produces some fantastic work, but can still make its mark in the socio-economic sector. Putting the Centre more firmly on the map is something I definitely want to work on. I hope I can do as good a job as my predecessor, Hilde Plaetinck!" ■

'Creating a life-changing experience for students'



Professor David Venter

Professor David Venter's first contact with Vlerick Leuven Gent Management School was four years ago, when he stepped in to give a class on negotiation skills. His immense expertise and enthusiasm prompted the School to subsequently offer him a teaching contract that has gradually expanded. This year he will be swapping his part-time appointment for a full-time post as Director of the full-time international MBA programme in addition to his teaching responsibilities. In accepting the offer, Venter will be leaving South Africa to set up home in Leuven.

David Venter: "There are several reasons why I accepted this challenge, most importantly, the fact that the School offered a very pleasing and highly challenging environment. Its strong dedication to academic excellence is framed by a very strong family spirit that immediately makes newcomers feel wanted and appreciated. Before coming to Vlerick, I had only read about an abundance mentality, but here I have experienced that such a mentality can truly exist and flourish. Although African blood will always course through my veins, Vlerick has become an integral part of my being; a part in which I take great pride. Naturally, the managerial challenges my new appointment poses are equally inspiring. I delight in playing my small part to assist in taking the Full-Time International MBA to new heights, whilst more strongly and definitively than before branding it as the School's flagship programme. Thankfully we have a very strong

platform on which to build and to ensure that that this excellent programme receives the international recognition and support it deserves. Enhancing the profile of the FTIMBA will not only benefit this programme, but undoubtedly, as has been experienced in other schools, have a very positive knock-on effect for all the school's other programmes and its overall market image. Accepting this responsibility also very largely hinged on the outstanding team alongside which I will be privileged to work in fulfilling our goal of making the FTIMBA at Vlerick a life-changing experience that will enrich the personal and vocational lives of our students, empowering them to fully actualise their true potential in scaling heights they previously never dreamt of attempting."

David Patrick Venter completed all his studies cum laude at the University of Stellenbosch in South Africa. After practising psychology for 15 years, he entered public service in 1986 at the time when South Africa embarked on a negotiated transition from apartheid to democracy. He was privileged to serve as Director-General of the then South African Communication Service during his time in the public service, working alongside the iconic Nelson Mandela and reporting directly to the current President of South Africa, Thabo Mbeki. In 1996 he requested President Mbeki to release him from this responsibility to pursue a long-standing dream of setting up a specialist negotiation, conflict dispute resolution and mediation company. ■

'Building a bridge between East and West'

In August 2008 Professor Bruce Stening was appointed International Dean of Vlerick's Beijing International MBA (BiMBA) programme in China. Prof. Stening was born in New Zealand but has spent most of his adult life in Australia and lived there until a few years ago. He studied psychology and has a PhD in organisational behaviour. He enjoyed a thirteen-year career at the illustrious Australian National University, first as Executive Director of the National Graduate School of Management, then as Professor and Associate Dean (Research) at the College of Business and Economics. Intercultural management was one of his favourite research fields from an early stage. He told Orator why and explained how it ties in with his new post at Vlerick.

Bruce Stening: "My interest in this subject was aroused while I was doing my PhD. One of my supervisors was Japanese and I started to study Asian culture in some depth. Through my work I got involved in several

projects in Japan and China. In fact, I commuted back and forth to China for nearly 20 years before eventually settling there. That marked a new stage in my career, the most exciting one for me. When Vlerick offered me the post of International Dean of the BiMBA programme, I immediately recognised it as a unique opportunity to build a bridge between East and West. The best of both worlds, as I live in China but work for a European business school with an excellent international reputation. My job is to monitor the integrity of the programme and ensure that it's in keeping with Vlerick's culture and philosophy. I see it as a challenge to make BiMBA a programme of even greater excellence that raises the School's international profile even higher. The alliance that Vlerick has embarked on in China is an ambitious but very sensible move to further the School's internationalisation strategy. It's also an excellent opportunity for China to learn about European management insights that are gaining growing recognition there." ■



Professor Bruce Stening

Don't settle for second best. Discover Vlerick.

Vlerick Leuven Gent Management School is a top-ranked European business school and one of a select group of institutions to meet the highest international quality standards.

The School offers MBA and Masters programmes, as well as general and specialised management courses and custom-designed training for individual companies.

Vlerick's top international faculty and the mix of hands-on business experience and academic excellence make a unique blend for success.

Discover how Mr. Georg Matzner experienced Vlerick:

www.vlerick.com/expats

Vlerick Leuven Gent
Management School

www.vlerick.com/expats



Best Executive
Education in Benelux



Best MBA
in Benelux

Georg Matzner - Industrial Policy Advisor, Orgalime
Executive Master Class
in Corporate Finance 2007-2008



A new partner in Canada:

HEC Montréal

Vlerick Leuven Gent Management School and St Gallen University in Switzerland proudly present a new partner for their MBA in Financial Services and Insurance (MBA-FSI): HEC Montréal, which was Canada's first business school.

HEC Montréal - with its highly regarded research and teaching in banking - is rated as having one of the ten best MBA programmes outside the US. The Canadian partner will attract new participants primarily from North and South America.

The MBA-FSI programme was first launched in 1999, at a time when new financial groups with substantial banking and insurance activities were also emerging. The strength of this programme lies in its unique combination of general MBA content with a focus on the financial services industry. The programme comprises six two-week residential modules, spread over 18 months. The participants get the opportunity to study in six different countries (Belgium, Switzerland, Canada, China, the UK and the US), experience six different cultures and learn from a wide variety of international faculty members and business speakers.

Ecover wins the Vlerick Angels Acknowledgement 2008

Ecover, which manufactures environmentally friendly household products, has been crowned winner of the Vlerick Angels Acknowledgement 2008. For the third year in a row, a professional jury chaired by Dr Celine Louche selected the most promising ethical and environment-friendly company of the year. The theme of this year's Vlerick Angels Acknowledgement was "water". The jury considered nominations submitted by full-time Masters students of Vlerick Leuven Gent Management School. Ecover was specifically chosen because it personifies Corporate Social Responsibility. The company deserves recognition for its implementation of CSR in every area of its business, ranging from its end products to its entire production process.

News in brief

Vlerick becomes CFA Program Partner

Vlerick Leuven Gent Management School is the first Belgian school to become a CFA Program Partner.

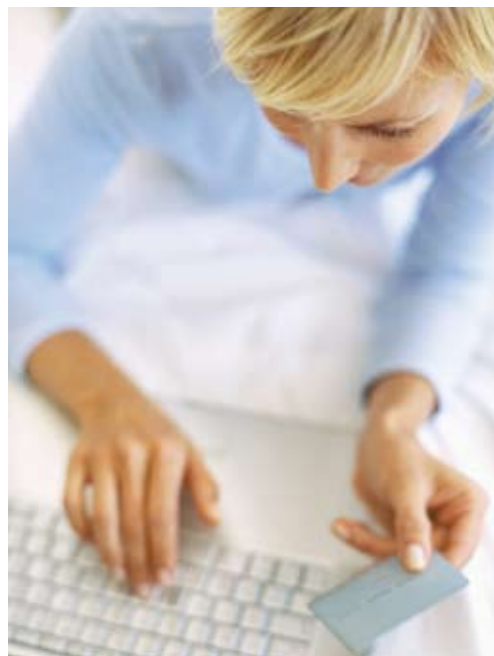
The CFA designation is a globally recognised and highly coveted standard for investment professionals. The partnership means that the curriculum of Vlerick's Masters in Financial Management (MFM) covers at least 70% of the CFA Program Candidate Body of Knowledge (Levels 1-3), including ethical and professional standards. This gives successful students an excellent foundation to build a career in the investment industry.

The MFM is a well-established programme that has

delivered trained finance professionals since 1983. The new partnership will foster the further integration of investment practice and academic theory through the mutual exchange of information, research and events.

Info

www.vlerick.be
www.cfainstitute.org



How do we shop on the Internet?

For 51% of their purchases, Belgians who have access to the Internet surf the Web to decide what they will buy and where they will buy it. Searching online for information concerning a purchase is therefore much more important than actually purchasing over the Internet. The biggest obstacle for consumers is the plethora of information available. Despite the importance of the Internet as a source of information, Belgian websites are lagging behind their international peers. These are the results of an online survey, conducted by InSites Consulting and Vlerick Leuven Gent Management School, involving 2,000 consumers who have recently made a purchase; Blog research among consumers in the process of making a purchase; and an analysis of 120 Belgian and international websites.

Read more

<http://www.vlerick.be/en/news/news.html>

US Direct Investment in Belgium slows after two years of record growth

After record inflows of \$8 billion in 2005, the American Chamber of Commerce in Belgium (AmCham Belgium) reported that US investment in Belgium had slowed to \$4.5 billion in 2006. This new study, commissioned by AmCham Belgium and conducted by Vlerick Leuven Gent Management School, included the results of the triennial Business Confidence survey, which revealed that high employment costs were the main reason for not investing in Belgium.

However, Belgium was still ranked as the sixth most popular destination for USDI within the EU-15 in 2006 and the study highlights key improvements in the areas of tax effectiveness and modernised airport and port infrastructure. Most

notable was the Notional Interest Deduction, which was hailed as a boon to investment and credited with having improved business conditions in Belgium.

Nevertheless, Belgium's neighbours continue to be the chief competitors for foreign investment, as some of Belgium's key weaknesses - including gross employment costs, the lack of political and economic stability and the burden of government regulations - have significantly worsened in recent years, as indicated in the study.

Read more

<http://www.vlerick.be/en/news/news/8478-VLK.html>

CSR at the School

Vlerick Leuven Gent Management School has taken several initiatives this year to become a more globally responsible and environmental friendly organisation. And the School's CSR team still has plenty of ambitious plans for the future.

What kind of activities have we already undertaken?

- All pens and bags are made of a biodegradable material such as corn
- Plain white paper comes from a sustainable supplier
- Colour print paper has the FSC label
- An extensive energy audit has been carried out by Esher
- The insulation on all piping has been replaced at the campus in Ghent
- The windows at the back of the lounge at the Ghent campus have been replaced
- Company bicycles for all staff that commute to work by bike (including maintenance by Trans-Fair, a sheltered workshop)

- A carpooling system for people traveling between the Ghent and Leuven campuses
- Folding bicycles at both campuses to take on the train
- Pool cars by Cambio, a car-sharing system in Ghent



Shortage of personnel in our growth companies

Seventy-two per cent of Belgium's growth companies regard the shortage of personnel in our labour market as the primary constraint on their further development. Growth companies are responsible for a third of the new jobs in this country. Over the next two years these companies are anticipating an overall growth in their employment figures of 25%. Just how they are going to fill these job openings appears to be the most difficult question at the moment. More than 6 out of 10 managers are calling for a more flexible labour market.

"There's not only a shortage of talent and a problem with 'bottleneck' occupations," says Prof. Hans Crijns of Vlerick Leuven Gent Management School about the results of his annual IGMO growth survey. "It is now difficult to find good candidates for just about every position in a company. This situation is hindering the normal operation and growth of our companies."

Other striking results from this survey of medium-sized growth companies:

- 75% of the growing firms regard themselves as family businesses. Over half of them are unable to find a successor within the family. More than 20% are still undecided.

- High-tech companies are not the only ones with prospects for success in this country. Half of the growth companies are production companies. They, too, are part of our knowledge-based economy. They choose a niche and increasingly look abroad for their market.
- In contrast to starters, growth companies are not interested in government subsidies (only 4%) or readily available capital (again just 4%). However, 60% do ask for Belgian laws and regulations to be simplified.
- 50% of the growth companies have taken over another company in the past five years; 30% have even acquired more than one.
- The companies are growing mainly in turnover, not in profit.

IGMO (Impulscentrum Groeimangement voor Middelgrote Ondernemingen, or the Impulse Centre "Growth Management for Medium-Sized Enterprises") is one of the knowledge centres of Vlerick Leuven Gent Management School. The Centre serves as a platform for knowledge development, knowledge dissemination and networking for entrepreneurs. The research members include more than 100 entrepreneurs from Flemish medium-sized companies. KBC and Ernst & Young are the Prime Foundation Partners.

HRM challenges for growing organisations

A growing company not only experiences an increase in its turnover and customer base - the size of the workforce usually increases too. This forms a stumbling block for many businesses, which are often more inclined to focus on their production, accounting and marketing. Yet attracting and retaining personnel is one of the biggest challenges facing these promising firms.

Researchers Mieke Van De Woestyne, Kristien Van Bruystegem and Professor Koen Dewettinck from Vlerick Leuven Gent Management School recently developed a practical guide for entrepreneurs for the Flanders DC Knowledge Centre: How people managers handle growth.

The role of Human Resources changes and evolves as an organisation grows. When an organisation starts up, the focus is on developing a new product or service based on a "gap in the market". As a general rule, the employees who work with the pioneering entrepreneur form a close-knit clique, interacting with one another in an informal way. In the early days, staff members receive rather modest financial compensation for their long workdays, but they feel tremendously involved in the company and coached by their boss. As the team grows, it becomes more difficult to monitor everyone and consult them about every decision. An organisational structure and a clear strategy must be put in place. But this does not happen without trial and error - and, of course, there are lots of snags along the way.

This is why the practical guide has been developed: to help you develop your organisation from a micro-sized to a medium-sized company without sacrificing the enthusiasm of your personnel.



[Read more](http://www.vlerick.be/en/news/news/8594-VLK.html)

<http://www.vlerick.be/en/news/news/8594-VLK.html>

Events

4th Business Process Innovation Conference

16 & 17 October 2008 – Diamant Brussels

This conference is a must for all business and IS/IT strategists, financial executives and HR professionals involved in process-based change and the establishment of process-managed organisations. The target audience includes senior executives, operational managers, process, project and quality professionals, change managers, and business analysts from all sectors, as well as from profit and non-profit organisations. Presentations, case studies and round-table sessions are specifically selected to provide a mutual learning experience for any professional background!

This conference will tackle three complementary management disciplines in a blended approach:

- Execution and improvement of your business processes through Business Process Management (BPM)
- Selection and implementation of the necessary improvement initiatives

through Enterprise Project Management (EPM)

- Knowledge discovery & management in both current performance and future improvement areas through Business Intelligence (BI)

Featured speakers

- Marc Kerremans - Research Director, Gartner
- Alec Sharp - Senior Consultant and Founder, Clariteq Systems Consulting
- Prof. Stijn Viaene - Vlerick Leuven Gent Management School and K.U.Leuven
- Doug Drolett - Global Process Management Architect, Shell
- Jerry Stevens - Programme Director, CAM-I
- Prof. Guido Dedene - K.U.Leuven

Info

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7th Belgian Consumer Goods Conference

21 October 2008 – De Montil, Affligem

The 7th Belgian Consumer Goods Conference will discuss the latest trends in the key functional areas of the consumer goods industry. What is the impact of rising prices on consumer purchasing behaviour? What are the latest modes of market research, brand activation and communication? What are the ideal sustainable supply chain characteristics in the Belgian consumer goods industry? What are the most important trends and challenges in HR talent management within the consumer goods industry?

This conference will give you answers to all of the above questions in just one day - and you will have the opportunity to meet the major decision-makers in the consumer goods industry.

The conference will take a multidisciplinary approach. The programme kicks off with a plenary session, and then each of the functional areas has its own track. You can put together your own programme by choosing from the three parallel tracks: Marketing & Sales, Operations & Supply Chain Management and HRM. The day closes with a CEO panel.

Info

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State-of-the-art: powerful leadership

Do you want to learn more about the positive power of your leadership style? Do you wonder what influence power has in your organisation? Would you like to know how you can efficiently use power in change processes? Vlerick Leuven Gent Management School is organising a training day in collaboration with SD WORX for all professionals involved in



Prof. Herman Van den Broeck



Martin Heylen



Clem Sunter

HR and for managers wanting to have a positive impact on their team. Experts in powerful leadership will be available throughout the day and there will be a broad choice of sessions given by national and international specialists.

You can put together your own programme for this socio-cultural training day on 3 December in Brussels. There is a choice of four scientifically based sessions given both in the morning and the afternoon, and interactive workshops held during the lunch break to introduce you to practical tools, methods, exercises and questionnaires aimed at optimising powerful leadership.

One of the key speakers at the event is **Professor Herman Van den Broeck**. He will lead a session on the strength of power and how it can be used positively. After all, regardless of our position, we all occasionally feel powerless. Reporter **Martin Heylen** will speak on the power he and his colleagues have

as reporters. The camera opens doors, acts as a crowbar, becomes the all-seeing eye, and forces people's attention. But, as he learnt during his travels across the United States, Russia and China, a reporter can also feel power, with leadership having a definite influence on culture and conversation.

Keynote speaker **Clem Sunter** will talk about his latest book 'The Mind of a Fox' in which he describes managers as either foxes or hedgehogs; people who take risks and improvise or people who map out a path and do not dare to deviate.

These three speakers are just the top of a particularly fascinating iceberg. Other interesting speakers include: Koen De Valck (SD WORX) talking about how you get talent to grow within an organisation; Mary Gaughan (UK) on the role of power in change processes; Stefaan Devogelaere and An Op de Beeck talking about what good managers can learn from the Argentinean tango; Filip Vandendriessche on managing without instructing; Marc Buelens talking about powerful leadership; and many, many more...

Info

Date: 3 December 2008
Venue: Brussels
www.vlerick.be/ned/state

Vlerick Leuven Gent
Management School

SD WORX

50th anniversary



Vlerick Alumni

Vlerick Alumni marks its 50th anniversary in 2008 and will be celebrating this golden jubilee on Tuesday 2 December 2008 at the ICC Ghent. The theme chosen for the evening is “Celebrate & Cerebrate”.

The “Cerebrate” part will be a “comeback session” that will give our alumni the opportunity to refresh their management know-how at a competitive price. The following professors will give an update on developments in the most important management fields:

- Entrepreneurship: Professor Hans Crijns
- Finance: Professor Sophie Manigart
- Governance: Professor Lutgart Van den Berghe
- Human Resources: Professor Koen Dewettinck
- Management Control: Professor Filip Roodhooft
- Marketing: Professor Steve Muylle
- Organisational Behaviour: Professor Marc Buelens
- Strategy: Professor Philippe Haspeslagh
- Supply Chain Management: Professor Roland Van Dierdonck

In the evening, exclusively for paid-up members of Vlerick Alumni, there will be a breathtaking show to mark the 50th anniversary celebrations. Using authentic film and photo footage, the history of Vlerick Alumni will be illustrated in the context of a changing society. The show will be followed by a festive reception with a standing buffet.

Invitations to this event will be issued at the beginning of October. ■

First alumni event in South Africa

Since 1965, 34 South Africans have participated in a Vlerick programme. This year, the first ever event organised for the South African alumni of Vlerick Leuven Gent Management School was held during the weekend of 26-27 July in the coastal town of Knysna, on the Western Cape’s Garden Route of South Africa. Together with their partners, nine alumni gathered for the very first time to share memories of their experiences at Vlerick and of André Vlerick himself, and to listen to an address by Professor David Venter on negotiation and communication.



And also ... the first alumni event in Luxembourg

Ten people attended the kick-off event of the Luxembourg Chapter, a wine tasting: organiser Bernard Grafé (PUB 1994), Luc De Meyere (PUB 1992) and his wife, Grégoire de Neve de Roden (MFM 2005), Jim Tom De Pla Luts (SLFM 1991), Paul-Arnaud De Stexhe (PUB 2001), Anil Kumar Singh (MFM 2005), Dominique Soetaert (PUB 2004), Peter Van Opstal (IMBAL 2005) and Willem Van Cauter (MBAL). Unfortunately, the liaison officer of the Luxembourg Chapter, Grégory Behin, had to cancel at the last minute due to a professional commitment. This did not stop the alumni from having a fascinating evening: Dominique Soetaert, brand manager of Vlerick Alumni gave them an update on the School and the alumni association and then Bernard Grafé gave a very interesting exposé about the importance of the soil for producing good wines.



Programmes

www.vlerick.be

Accounting & Finance

E Executive Master Class in Corporate Finance 2008-2009

Starts on 2 October 2008
Info: Lize Vanden Begin
tel. + 32 9 16 24 88 33
lize.vandenbegin@vlerick.be

N Inzicht in de jaarrekening

Startdatum: 8 oktober 2008
Info: Lize Vanden Begin
tel. + 32 9 16 24 88 33
lize.vandenbegin@vlerick.be

N Inzicht in kosten en budgetten

Startdatum: 5 november 2008
Info: Lize Vanden Begin
tel. + 32 9 16 24 88 33
lize.vandenbegin@vlerick.be

E Managing Corporate Performance

Startdatum: 1 december 2008
Info: Lize Vanden Begin
tel. + 32 9 16 24 88 33
lize.vandenbegin@vlerick.be

N Inzicht in financieel beheer

Startdatum: 2 december 2008
Info: Lize Vanden Begin
tel. + 32 9 16 24 88 33
lize.vandenbegin@vlerick.be

General Management

N Projectmanagement

Startdatum: 6 oktober 2008
Info: Gaëtane Beernaert
tel. + 32 9 210 98 22
gaetane.beernaert@vlerick.be

E Een intense dag op de Vlerick-banken - Leuven

Startdatum: 8 oktober 2008
Info: Kim Beeckmans
tel. + 32 9 210 97 52
kim.beeckmans@vlerick.be

E Advanced Management Programme 2008-2009

Starts on 8 October 2008
Info: Sandra Sauvenier
tel. + 32 9 210 97 26
sandra.sauvenier@vlerick.be

N Wij lezen voor u... Gent

Startdatum: 9 oktober 2008
Info: Kim Beeckmans,
tel. + 32 9 210 97 52
kim.beeckmans@vlerick.be

N Wij lezen voor u... Leuven

Startdatum: 16 oktober 2008
Info: Kim Beeckmans
tel. + 32 9 210 97 52
kim.beeckmans@vlerick.be

N Wij lezen voor u... Antwerpen

Startdatum: 21 oktober 2008
Info: Kim Beeckmans
tel. + 32 9 210 97 52
kim.beeckmans@vlerick.be

E 3rd CEO Round Table on Belgium's Competitiveness

21 October 2008
Info: Frederik De Witte
tel. + 32 16 24 88 76
frederik.dewitte@vlerick.be

E International Management Programme - Fall 2008

Starts on 2 November 2008
Info: Karen De Baets
tel. + 32 9 210 97 55
karen.debaets@vlerick.be

E Young Management Programme 2008-2009

Starts on 4 November 2008
Info: Marijke Van Leeuwen
tel. + 32 9 210 99 10
marijke.vanleeuwen@vlerick.be

N Management voor de ziekenhuisarts: Capita Selecta

Startdatum: 13 november 2008
Info: Tessa De Vreese
tel. + 32 9 210 92 34
tessa.devreese@vlerick.be

N Een intense dag op de Vlerick-banken Gent

Startdatum: 21 november 2008
Info: Kim Beeckmans
tel. + 32 9 210 97 52
kim.beeckmans@vlerick.be

Human Resource Management

N People Manager

Startdatum: 2 oktober 2008
Info: Anniek Devos
tel. + 32 9 210 97 29
anniek.devos@vlerick.be

N State-of-the-art: powerful leadership

3 december 2008
Info: Inge Degraeve
tel. + 32 9 210 97 58
inge.degraeve@vlerick.be

Management Behaviour

N Executive Decision Making

Startdatum: 3 oktober 2008
Info: Kim Beeckmans
tel. + 32 9 210 97 52
kim.beeckmans@vlerick.be

E Negotiating to create value

Starts on 20 October 2008
Info: Kim Beeckmans
tel. + 32 9 210 97 52
kim.beeckmans@vlerick.be

N Inspireren tot veranderen

Startdatum: 15 oktober 2008
Info: Kim Beeckmans
tel. + 32 9 210 97 52
kim.beeckmans@vlerick.be

N Gericht omgaan met uzelf en de anderen

Startdatum: 6 november 2008
Info: Kim Beeckmans
tel. + 32 9 210 97 52
kim.beeckmans@vlerick.be

N Persoonlijk Meesterschap

Startdatum: 20 november 2008
Info: Anniek Devos
tel. + 32 9 210 97 29
anniek.devos@vlerick.be

Marketing & Sales

E Marketing of Services

Starts on 1 October 2008
Info: Katrien Schelstraete,
tel. + 32 9 210 98 61
katrien.schelstraete@vlerick.be

N Marketing Communicatie

Startdatum: 7 oktober 2008
Info: Katrien Schelstraete,
tel. + 32 9 210 98 61
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N E 7th Belgian Consumer Goods Conference

21 October 2008
Info: Tessa De Vreese
tel. + 32 9 210 92 34
tessa.devreese@vlerick.be

N Retail & Trade Marketing

Startdatum: 13 november 2008
Info: Katrien Schelstraete
tel. + 32 9 210 98 61
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N Brand Management

Startdatum: 18 November 2008
Info: Katrien Schelstraete
tel. + 32 9 210 98 61
katrien.schelstraete@vlerick.be

N Marketing Management voor niet-specialisten – Leuven

Startdatum: 18 november 2008
Info: Katrien Schelstraete
tel. + 32 9 210 98 61
katrien.schelstraete@vlerick.be

N Strategische Business-to-Business Marketing – Leuven

Startdatum: 11 december 2008
Info: Katrien Schelstraete
tel. + 32 9 210 98 61
katrien.schelstraete@vlerick.be

N Nederlandstalig programma
E Programme in English

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

Innovation & Entrepreneurship

E Executive Master Class in Innovation & Entrepreneurship

Starts on 2 October 2008
Info: Tessa De Vreese
tel. + 32 9 210 92 34
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E R&D Management

Starts on 13 October 2008
Info: Tessa De Vreese
tel. + 32 9 210 92 34
tessa.devreese@vlerick.be

E Innovatiemanagement voor KMO's

Startdatum: 16 oktober 2008
Info: Tessa De Vreese
tel. + 32 9 210 92 34
tessa.devreese@vlerick.be

E Creativity Talks

16 oktober, 24 november & 10 december 2008
Info: Nathalie Lagae
tel. + 32 9 210 92 40
nathalie.lagae@vlerick.be

Operations & Technology Management

E 4th Business Process Innovation Conference

16 & 17 October 2008
Info: Gaëtane Beernaert
tel. + 32 9 210 98 22
tessa.devreese@vlerick.be

E Executive Master Class in Supply Chain Management

Starts on 23 October 2008
Info: Gaëtane Beernaert
tel. + 32 9 210 98 22
gaetane.beernaert@vlerick.be

N Business Process Management Workshop

12, 13 & 14 november 2008
Info: Gaëtane Beernaert
tel. + 32 9 210 98 22
gaetane.beernaert@vlerick.be

E Hospitality & Facilities Services Forum

Startdatum: 26 november 2008
Info: Isabelle De Ganck
tel. + 32 9 210 98 58
isabelle.deganck@vlerick.be

E Inkoopmanagement

Startdatum: 10 december 2008
Info: Tessa De Vreese
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Info session
Executive Master Class in Controllershship & Executive Master Class in Corporate finance

- **Date:** 17 November 2008 at 7 PM
- **Location:** Ghent Campus
- **Subscription:** lize.vandenbegin@vlerick.be

Info

www.vlerick.be/mcc
www.vlerick.be/mcf





Business school

Business class

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