

Preparing for the future

In a recent internal document we articulated ESSEC Business School's mission as follows.

ESSEC Business School assumes the mission of contributing to economic and social progress and to the development of accountable individuals and organizations

- *through higher education in management*
- *through research and the invention of innovative practices*
- *by accompanying the transformation of organizations*

in a humanist perspective of European inspiration.

When dealing with a Mission Statement every word is of high importance, and this is presently being discussed within ESSEC's governing bodies. The key issue is that ESSEC, by its size and status, has become an international university of management.

We are historically a grande école, with implications of rigorous selection, discipline, hard

work, and early professionalization. It is our custom to accompany individuals, to impart deep culture and foster inter-disciplinarity. Our model is original and has proved its worth. ESSEC is, without doubt, one of the institutions most capable of integrating into this tradition the complementary elements needed to acquire a truly international stature. To do so, we intend to keep what is best in French and European higher education, and enrich it to create a European model of excellence.



For several years now we have faced extreme constraints from the physical building resources. While present buildings were originally designed for 1000 students, our full-time enrollment this year is 3700. Anyone coming to ESSEC knows about the optimization of space!

We have convinced public partners to invest heavily in ESSEC's facility development; they will support us up to about 25 million euros. We need to invest around 12 additional million euros of our own funds. Alumni and company support will be determinant. This issue presents the building phases currently underway, or planned for the immediate future.

We also describe our latest endeavors – the new chair in Services Innovation & Sourcing, the newly created Institute for Company Transfers, the latest MS in Management of Technological Projects, and the modular Executive MBA created with our partner, the University of Mannheim, to open in September 2004. Each of these initiatives is part of our plan for reinforcing our position nationally and in Europe, as well as offering students and participants the most pertinent training possible to ensure their lifelong employability.

Pierre Tapie

IN THIS ISSUE

Preparing for the future	1
International	2
Programs	3
Students	5
Faculty	6
Administration	6
Conferences	7
Events	8
Representatives	8

Built for 1000 students 30 years ago, the original Cergy campus was expanded with additions totaling 30% more space over the years. Today, with more than 3700 students and over 100 permanent faculty members, ESSEC requires still more room. To accompany its growth and development, and to improve existing facilities, it has undertaken a multi-phase building project that will add 16 575 m² to its current facilities by the end of 2006. Financing comes from support from the Conseil Régional d'Ile de France, the Conseil Général de Val d'Oise, the SAN, as well as own funds. The first phases are described below.

Concurrently to phase 1, a new student residence at Cergy le Haut will add 280 rooms to the existing 600, and this will be ready by September 2005. ESSEC's architects are Ivan & Marc Seifert of Cabinet Equerre. ▶

Expanding the Cergy campus



Expanding the Cergy campus

■ **Phase 1:** Extension of the Computer Center/Medialab (1642 m²)

Begun: July 2003. Opens: May 2004.

■ **Phase 2:** "Nautilus Building" (6008 m²)

Begins: June 2004. Opens: summer 2005.

For faculty (departments, chairs) and doctoral candidates.

Renovation of tower.

■ **Phase 3:** "Park Building" (3710 m²) for Executive Education.

"Center Building" (5215 m²) for classrooms, and administration.

Begins: summer 2005. Opens: end 2006.

■ **Phase 4:** Cafeteria renovation and extension (1000 m²).

■ **Phase 5:** A multi-purpose room (1489 m²) to replace use of the gym for important professional and social events.*

* Pending financing



I n t e r n a t i o n a l



Junko Ohmori

Twenty years in Japan

Junko Ohmori had never heard of ESSEC when she met Associate Dean for External Affairs, Dominique Xardel, at the French Embassy twenty years ago. Her work for the Trade Development Service brought her in contact with many business people. But the birth of her second child required a redeployment of her time, so Dominique's offer to take care of arriving ESSEC student interns, on a part-time basis, met her needs for reduced professional activity, at least temporarily. What began as a one-day per week position soon developed into the current four days per week.

For the past 20 years, Junko has run the ESSEC Japan Office, and ten years ago she set up the Hirakata seminar whereby Japanese families take in arriving students for a few days to give them a taste of typical family life before they start working. Over the years, more than a thousand students have had an authentic living and professional experience in Japan, thanks to the help she has provided. She finds internships for the students by lobbying Japanese companies, a task grown more difficult due to the recent decade-long recession. Her fluent French and English help her solve whatever living or professional problems arise. ■

US Ambassador is guest speaker at ESSEC International's Cercle Diplomatie



*Pierre Daban,
President of ESSEC
International,
awarding the ESSEC
medal to
Howard Leach,
Ambassador of the
USA.*

Friendship Reloaded

"The media doth protest too loudly, methinks." Good news never makes the headlines, so with his background as a businessman and private investor, Ambassador Leach looks beyond recent tensions and provides evidence of steady cooperation in military matters (including intelligence!), as well as strong economic links.

Some figures: French companies have around 650,000 employees in the US and American companies have about 580,000 employees in France. Europe represents 65% of foreign investment in the US; the US represents 45% of foreign investment in Europe. Meanwhile, the noise of wine spilled in the gutter only affects 1% of total transatlantic trade...

During the Q&A session that followed his speech, Ambassador Leach gave a few strong messages:

– Yes, we're friends, and after all, our relationship has been through difficult times before – remember Suez in the fifties, or France leaving NATO in the sixties. But still, referring to France's lobbying against the US at the UN, how can a friend do that?

– No, the current recovery in the US is not due to the weak dollar! This is a sound recovery, coming from President Bush's tax cuts and resumption of capital spending. Markets may be doing something else, but the US government does favor a strong dollar.

– With the revolution going on in transportation and communications, we must recognize that labor-intensive jobs leaving America and Europe for China or India will not come back. Tariffs and trade barriers will not help. We need to both compete and cooperate, increase productivity, acquire new skills and invent new jobs.

P. Daban

N.R. Narayana Murthy a guest speaker at ESSEC

Founding Chairman and CEO of Infosys Technologies, N.R.N. Murthy spoke at ESSEC on January 27, 2004. Students of the International Strategy & Management course, taught by Ashok Som, studied the Infosys case, presenting a summary of the factors explaining the current success of this firm, which received accolades from *The Economic Times* in 1999 as the most admired company in India. Following a review of the firm's history, assets and challenges, Murthy outlined his vision for the company, briefly reviewing its history and development plans, and summarizing the philosophy and values that have guided it along. Infosys has been a trailblazer in Indian IT and today has a market valuation of \$2B. It was the first Indian firm to be quoted on the NASDAQ.

Chairman Murthy expressed the Infosys vision clearly. The company is powered by intellect and driven by values. For a professional serv-



N Murthy & A Som

ices firm, he feels, the quality of the people is a survival imperative. Senior employees interact informally with juniors. The products billed to firms are the Infosys employees. He noted that it took 20 years to grow from 0 to 10000 professionals; 1 year to grow from 10 000 to 19 000. He was confident that as long as the company innovates, it will survive and succeed. The biggest challenge is to build a first class company in a third world country. "To become a global firm, we need not only the art of selling internationally but also the art of recruitment, compensation, training and teamwork across borders."

The firm offers end-to-end services for technology-driven business transformation initiatives, including consulting, e-business strategy, systems integration, product engineering services, application development and package implementation. Specific challenges for the firm are the need to become more global, to go from a reactive problem-solving mode to a proactive definer of roles.

"Profit is a mind-set; the only real thing is cash in the bank." At the moment Infosys has about \$ 600 M in the bank. The need is to create a vision that is articulated often enough for everyone to understand it. He ended by saying that he is "a capitalist in mind, a socialist at heart. I believe in free markets; at the same time we need fair trade. Governments cannot create jobs. The only way to solve the problem of poverty is to create jobs." ■



Anne Stone
elected President of
the Association des Amis des
Grandes Ecoles de France

Anne de Louvigny Stone (E'93), President of the ESSEC Alumni Association of the US, was elected President of the Association des Amis des Grandes Ecoles de France, on January 27, by the Presidents of a dozen Grandes Ecoles Alumni Associations in the USA.

Anne's election is recognition of her efficient work and devotion over the years. The Association hopes to channel activities in terms of employment for young graduates, foster more efficient representation of the clubs and the services offered by the French Consulate and diplomatic staff, increase contacts with American universities and offer common social and cultural activities. ■

Programs

Launch of the Services Innovation & Sourcing Chair

The growing importance of services in the economy as a whole, and the need to enrich and refine management tools, open up new fields of knowledge indispensable for corporate development. The newly created Services Innovation & Sourcing Chair combines academic reflection on the strategy of service firms, the stimulation of innovation, the coherence of production chains and processes of customer services, with the requirements for finding operational solutions for three very different partner firms. CSC is a consulting firm with a high technology component while BMW specializes in luxury automobiles and Bouygues Telecom is in mobile telephony.

The Chair will help provide answers to challenges faced by service organizations caught up in international competition, striving to understand the rise of this competition and the increasing use of external resources. Focus for research will be on innovation in services and the development of advanced technological solutions.

The partner firms will help define the precise topics of research, such as the increasing use of de-localization of back office activities, the purchase of services with high intellectual content or the development of values and structures in response to global competition.

Contemporary firms are rapidly integrating innovation into their cultures. Claude Czechowski, Chairman and CEO of CSC West Europe, for example, says his firm has developed new management concepts, like business process engineering or business process management, based on research carried out in Boston. Didier Maitret, Chairman of the Executive Board of BMW, is convinced that buyer confidence and efficiency are two indispensable qualities that his firm will need to ensure customer loyalty, along with the offer of services in the broadest sense. Gilles Pélisson, Managing Director of Bouygues Telecom, also sees innovation at the heart of his corporate culture – the need to imagine services for tomorrow. ■



Hervé Mathe,
Chair-holder,
Professor in the Logistics,
Production and Service department.

Institute for Company Transfers

On January 30, the official launch of the Institute for Company Transfers was held during the closing ceremony of the *Salon des Entrepreneurs*, in Paris. The new Institute provides a unique place for interested persons to acquire the entrepreneurial know-how required to buy or sell a small or medium size company.

This initiative is the fruit of a partnership between ESSEC Business School and INTERCES-SIO – a top-rated player in the area of SME transfers. It combines the training of a major European school of management and the practical know-how of seasoned professionals.

To respond to the needs of company buyers and sellers, the Institute for Company Transfers is putting into place a program for “sellers” who want to prepare the company transfer in good time; a program for “buyers” for managers looking for a methodological framework to prepare an acquisition, accompanied by professionals working in this field; and a club where buyers, sellers, experts, institutional representatives and researchers can exchange ideas on the transfer of owner managed firms.

The first sessions of these open enrollment programs will take place in spring 2004 at ESSEC's Executive education facilities. Responsibility for

the programs has been entrusted to Hamid Bouchikhi, Academic Director, and Gérard Guibilato, Director of ESSEC's Specialized Programs.

Over the next few years, the transfer of firms will directly concern more than 80 000 of the 200 000 SMEs whose turnover ranges from 1 to 20 M€. Under present circumstances, only 15 to 20% of these companies are likely to find a buyer. This situation is largely the result of poor interface between supply and demand: indeed, company transference is a complex process with buyers and sellers who are often not well prepared and who have every reason not to understand each other.

The owners of SMEs know they will have to pass the baton at some point or other, a difficult and traumatic experience. It requires a preliminary phase of technical and psychological preparation that is almost always missing today. Concurrently, many managers over the age of 40 would be happy to work for themselves. While they are generally skilled and motivated, they lack exposure to the world of SMEs and a rigorous approach for searching, evaluating, negotiating, and taking over an owner managed company. ■

For further information see: www.essec.fr/eme/fr/ITE

Nouvel Observateur and Challenges rank ESSEC and EPSCI at the top

ESSEC MBA tied for first place among management programs ranked by the magazines *Challenges* in December 2003, and *Nouvel Observateur* in February 2004. EPSCI School of International Management program was first in its category of specialized management programs.

New program: M.S. Management of Technological Projects

ESSEC Business School and Telecom Paris, two top schools recognized in their respective fields of management and information technology, are setting up a new M.S. Management of Technological Projects to meet a real need for skilled talent in this area. The program will start in autumn 2004.

Students enrolled in this program will receive a good understanding of a wide area ranging from corporate strategy and the technological perspectives of large industrial groups to the management of innovative projects. They will also have the support of a number of corporate players who have shaped and validated this program, like Bull, Bouygues Telecom, Schlumberger, Danone, Omnium, Amoweba, and Cité des Sciences et de l'Industrie.

The new M.S. is for students with a solid background in science, whose qualities include rigor, a sense of responsibility, the ability to anticipate and an aptitude for teamwork. To the basics of management, the program adds an understanding of markets and technologies, the mastery of tools for project planning, and the integration of project management principles. It culminates in a field project and requires the preparation and defense of a thesis before graduation.

Both institutions prepare and teach the courses and oversee the program curriculum and administration. This one year, full-time program is taught at ESSEC Business School and Télécom Paris, alternately, and is accredited by the *Conférence des Grandes Ecoles*. ■

Executive MBA 2003 A & B graduation

On Thursday, March 4, Executive MBA participants of classes 2003 A & B received their degrees at a ceremony held on the Cergy campus. Welcome speeches were by Pierre Tapie, ESSEC President, Nicolas Mottis, Dean of ESSEC MBAs and Bernard Pouy, Chairman of Finama Bank. Sixty-eight participants received their diplomas from Viviane de Beaufort, Program Director, and Corinne Forasacco, President of the Executive MBA Alumni Association. ■





Following the launch of the ESSEC-Mannheim Consortium announced in the last *Newsletter*, both Business Schools have been busy translating their vision into concrete proposals. The first program prepared by the Consortium is a modular Executive MBA, to offer a truly European alternative for this kind of degree-granting executive program. It will be taught entirely in English and positioned for high-level managers about 35 years old.

In addition to several e-learning modules, the program (one week of classes every six weeks) includes 10 modules based alternately in France and Germany and 5 modules in other locations

(Brussels for issues regarding European institutions, Budapest at the Economic University on issues relating to Central European markets and European Union membership, Madrid at the Instituto de Empresa and a double module (10 days) either in Asia or North America in relation to the participants' class project).

The multiple advantages of the new format include alternating professional career and active life, and a variety of teaching and learning styles, not to mention experiences in a number of foreign countries. The program will begin in September 2004, with the first class graduating in April 2006. ■



N. Mottis & M. Schader

Students / Participants

Eight Doctoral Students received degrees

All students received very honorable mentions with congratulations from the jury. In addition, the theses of Gaëlle Leguirriec, Cécile Kharoubi and Sylvie Rolland were submitted for a prize, and Cécile Kharoubi's thesis was also submitted for a publication stipend.



Gaëlle Leguirriec, French
Area: Economics
University of Paris II Assas / ESSEC Business School
Thesis Directors: Dr. André Fourçans, Director of ESSEC's Doctoral Program, and Dr. Bertrand Lemennicier (Assas)
Title: *L'arbitrage autarcie-marché et la modélisation des décisions de production au sein de la famille: une analyse théorique et empirique.*



Cécile Kharoubi, French
Area: Finance
University of Paris IX Dauphine / ESSEC Business School
Thesis Director: Dr. Hélyette Géman, Professor of finance at ESSEC.
Title: *Au delà de la corrélation: Une mesure alternative des co-mouvements des marchés financiers.*



Franck Moreau, French
Area: Strategy
University of Paris IX Dauphine / ESSEC Business School
Thesis Director: Dr. Jean-Claude Tarondeau, Emeritus Professor at ESSEC
Title: *Proposition d'une typologie des modes de développement des jeunes entreprises technologiques innovantes à fort potentiel de croissance.*



Avanti Fontana, Indonesian
Area: Strategy
IAE Aix-Marseille III / ESSEC Business School
Thesis Director: Dr. Jean-Claude Tarondeau
Title: *Une étude exploratoire des facteurs influençant l'intégration entre la R&D et la production dans le processus de développement de produits nouveaux.*



Pierre-Guy Hourquet, French
Area: Human Resources
IAE Aix-Marseille III / ESSEC Business School
Thesis Director: Dr. Jean-Marie Peretti, Professor of human resources at ESSEC, Dr. Alain Roger (University of Lyon III)
Title: *La gestion de carrière des chercheurs en recherche et développement dans les entreprises françaises.*



Sofiane Aboura, Algerian, French
Area: Finance
IAE Aix-Marseille III / ESSEC Business School
Thesis Director: Dr. Florin Aftalion, Professor of finance at ESSEC
Title: *L'étude du comportement de la volatilité implicite.*



Delphine Perrot, French
Area: Economics
University of Paris I / ESSEC Business School
Thesis Director: Dr. André Fourçans and Dr. Jean-Dominique Lafay, U. of Paris I
Title: *Asymétries d'information et structure multigouvernementales: une application aux décisions publiques dans l'Union Européenne.*



Sylvie Rolland, French
Area: Marketing
University of Paris IX Dauphine / ESSEC Business School
Thesis Director: Dr. Pierre Desmet, Professor of marketing at ESSEC
Title: *Impact de l'utilisation d'Internet sur la qualité perçue et la satisfaction des consommateurs.*

Nuit de l'ESSEC 2004

Nothing beats working on the organization of the annual student gala, the *Nuit de l'ESSEC*, to pick up the basics of project management. A quick look at the facts and figures below reveals the complexity of this event and the need for attention to every detail. With nearly 6000 people having a good time, the efforts are worthwhile; but for the organizing team it meant learning first hand where the potential problems lay and how to plan for every contingency.

This year the program included rock concerts (Astonvilla and Raphael), a techno space with several DJs in the gym, a disco in the main hall, several theme bars, a cabaret and a premier film showing ("Podium"



Facts & figures

Who: 5800 guests
Where: Cergy campus
When: January 17, 2004
Cost of a ticket: 25-30 €
Budget: 150 000 €
Organizers: ESSEC Student Council

Security

- 82 agents
- 1 doctor
- 45 first-aid workers
- Red Cross
- Commission de Sécurité Préfectorale

by director Yann Moix with Benoît Poelvoorde). The Nuit Commission directors, Anthony Farisano and Thomas Fraudet, worked with four peers at the outset, then with all 37 Student Council members. They started the previous August and then worked most intensively the four months preceding the event. ■

Faculty

René Darmon receives the prestigious Chevalier de l'Ordre du Mérite



tual development, and his warm human presence that brought stability and wisdom to the staff.

Prefect Berard remarked that René Darmon's talents had given service to the country and summarized his 35-year career as an academic and a manager.

René Darmon graduated from ESSEC in 1961 and pursued his studies with an MBA from Columbia in New York City. He returned to academia as an Associate Professor at Laval University in Québec City in 1968, then began his doctorate at Wharton in 1970. Following his Ph.D. in 1973, René moved to McGill as an Associate Professor in 1975. He crossed the Atlantic once again to join ESSEC as a Professor of Marketing in 1990. At ESSEC he was twice head of the marketing department (91-92 & 98-2000). He was Director of ESSEC's Research Center from 1992 to 2001, then Dean of Faculty from 2001-2004. During his tenure he oversaw the modernizing of the Faculty Statutes.

His recent research areas have been sales force management, marketing research and marketing decision models. His numerous books have served as university course texts; a prodigious output of articles appeared in top

professional journals. An active member of the scientific community, René was President of the Association Française du Marketing (2000-2002), having served on the Research Commission (92-96) and as Chairman of the Scientific Committee (92-95). He is a member of several other professional affiliations, as well as the editorial boards of many important management journals. René Darmon has served as an expert to the European Community since 1999. He was a member of doctoral committees at several universities.

Throughout his career, René Darmon has received a number of prestigious awards for outstanding papers and excellence in reviewing. Darmon thanked the audience for the many kind words, evoking the professors who had inspired him throughout his studies, and his current and past directors for their vision of what ESSEC could become. He noted that today competition is such that one must always do better, more and faster, saying that ESSEC had won and was continuing to win battles but that the war itself was not yet over. ■

ESSEC guest of honor at the *Le Monde* debates

On January 19, François Perrot, President of ESSEClive, had the privilege of interfacing with Prime Minister, Jean-Pierre Raffarin, on the topic "to govern" at the Theatre du Rond Point in Paris. Prime Minister Raffarin spoke of his vision for a modern France within the European framework, saying that, in his opinion, a larger Union would necessarily lead to political unity.

Four ESSEC Representatives in Cergy

On January 23, ESSEC hosted four of ESSEC's international representatives, Junko Ohmori of Japan, Céline Wang of China, Anne Stone of the USA and Savanna Luraschi of the UK, at a day-long meeting. They were on the Cergy campus to be briefed on recent developments and meet senior administrators.

Annual Campus Job Fair a big success

Held on February 3-5, the 27th annual recruitment forum attracted a record 160 companies this year. Many sectors were represented the first two days; the third was devoted to firms in consulting, auditing, legal services and hospitality. The Social Entrepreneurship forum held concurrently attracted associations and NGOs.

Administration



V. de Beaufort

European Corporate Identity

A conference on the topic *European Corporate Identity* was held at the Club France-Amériques on January 21, 2004. Attendants included members of the MDE Entreprises Environnement Club, the European Confrontations Association, and the ESSEC Executive MBA program.

Guest speakers were Nicole Nottat, Vigeo, Guy Dolle, Managing Director of Arcelor, Philippe Herzog, European MP, and Professor Viviane de Beaufort, doctor of EC Law and Academic Director of the ESSEC-Mannheim European Executive MBA. The speakers contributed their expertise from politics, industry and academia,

analyzing the social, economic, ethical and environmental stakes of a European alternative mode of governance imposed by regulations from the other side of the Atlantic.

Among the questions addressed were the following. What new rules could be drawn up for a European framework of corporate governance? How could European firms, faced with national cultural contexts and a dominant global model, develop a common identity?

The issue of corporate identity and the possibility of creating a common European identity is complex, difficult and pertinent. It is, above all, a political issue, with aspects that are both legal and economic. This reflection is extremely pertinent at a time when North American legislation (Sarbanes Oxley Act of 2002) imposes rules on European firms that have not been the subject of debate and when the relative shortcomings of a global model based on the management-shareholder dyad requires urgent positioning by Europe on the issue.

Beyond the identities of national firms, lies the question: "Is there a European identity?" If so,

what are its specific characteristics (social responsibility, sustainable development)? Today, European firms are adapting to national legislations, which are necessarily diverse, and sometimes to a European framework when the Parliament has voted laws.

In any case, firms do not benefit from a true European status as such. On the other hand, they are submitted to ever more constraining rules as regards stock market transparency.

And that is where the shoe pinches! Legislation does not cover certain essential aspects of a European concept of the firm: common tax measures, coherent industrial and social policies or social and environmental standards. Some Member States persist in competitive practices, and prefer that national and European governments interfere as little as possible in such matters. The European Commission itself seems to have lost the will to create a competitive space in this area, where sustainable economic development should be possible, accompanied by quantitative and qualitative improvements in employment and greater social cohesion. ■

Three Day Negotiation Conference in Paris *Charles Maurice de Talleyrand-Périgord*



*Former Ministers
J. François-Poncet, J.B. Raimond, and H. Vedrine*

Charles Maurice de Talleyrand-Périgord (1754-1838), French aristocrat and statesman, lived through and influenced momentous events of the French Revolution, the rise and fall of Napoleon, and the accession of Louis XVIII. A childhood infirmity meant he lost his right as oldest son to inherit the family wealth and was thus destined to an ecclesiastical career. He held a number of important positions in the Church, then in politics. He began his diplomatic career in London after having been condemned by the Pope as schismatic and leaving the Church. His skills and habits of subtle maneuvering reflected a modern concept of favoring France's high position in the world of European politics by striving for a balance among the major powers. His heritage is tainted by the enormous sums he acquired from for-

eign powers for certain efforts, but his negotiation skills were useful to a man who held high office several times, often as Minister of Foreign Affairs. He negotiated a number of treaties, including the first Treaty of Paris. At the Congress of Vienna he was able, through skillful diplomacy, to limit the demands of the other powers from a defeated France.

Talleyrand, Prince of Negotiators

An international colloquium, under the patronage of Dominique de Villepin, Minister of Foreign Affairs, was held to celebrate the life of Charles Maurice de Talleyrand-Périgord on the 250th anniversary of his birth. Organized by the Institute for Research and Education on Negotiation in Europe (IRENE), directed by professor Alain Lempereur, the conference took place on 1-4 February 2004, in Paris.

The objective was to better understand Talleyrand's contribution to European diplomacy. It was also the occasion to draw parallels between Talleyrand's negotiation practices and contemporary recommendations in this field. In addition to the academic objectives, a series of cultural events was organized to recapture the spirit of his era.

Round table discussions covered his entire life: his training in theology, administration and



*Former
French
Prime
Minister
E. Balladur*

diplomacy, his diplomatic missions, and the Congress of Vienna. The second day assessed his methods as a negotiator, his moral conduct, and his present day heritage. Eminent statesmen and historians were among the 60 prestigious speakers. Some 365 guests attended the conference, joined by 20 members of the Diplomatic Corps and several French Ambassadors or Ambassadors to France. The gala dinner hosted a number of high ranking civil servants, including former Prime Minister, Edouard Balladur, and several former Ministers of Foreign Affairs, who assessed his work as a leading French Statesman of his time.

Conference proceedings will be available through IRENE (irene@essec.fr). A commemorative plaque for the 250th anniversary has been placed at 4 Rue Garancière, Paris 75006, birthplace of Talleyrand. ■

EMBA – 10th anniversary March 25

To celebrate its tenth anniversary, the Executive MBA prepared an afternoon conference on the topic *Invent the Entrepreneur*, held on March 25, at the CNIT. Today success in business is closely linked to the manager's ability to reinvent the company spirit. Round table discussions addressed the following topics: does the role of manager-entrepreneur really exist? Are his/her skills natural or derived from experience and training? How does the company culture influence the manager's attitude toward the stakeholder? Defining relations between company ethics and sustainable development.

Newsletter Editor Moves to India



Founder and Editor in Chief of the *International Newsletter*, **Annegret Schulz** recently accepted a teaching position at the Woodstock School in Mussoorie, Uttaranchal north of Delhi. In launching the Newsletter, she gave the School a solid implement to inform the wider public of its activities and strategy. Her colleagues wish her every success in this new venture. Annegret can be contacted at essec_indiaoffice@yahoo.co.in.

New look for Reflets

Alumni recipients of the latest issue of *Reflets ESSEC Magazine* could not help noticing its new look. The reason for the change of image is to move ever closer to its public - the alumni, students, faculty and partners of all ESSEC Business School programs. Two overriding themes guide the editorial staff - to inform the entire network with clear, complete information regarding the main developments of the Association and the Business School. Second, to promote the ESSEC brand as an international reference in terms of education and management.



ESSEC International Newsletter - www.essec.com

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