

**ON THE MAP**

Barcelona: Building a Modern City

**ON US**

20 career learnings from the job expert

**ON PEOPLE**

EU alumni are in the spotlight



**46\_ The Heavyweights:**  
Powerful figures are pitted against each other,  
toe to toe

—  
**56\_ EU's Sports Management Program:**  
A Game Changer

© Photograph: Masa Ushioda, « Reaching out », Fifty Fathoms Edition 2009

*My work is to capture time: a split second of a moment, when the animal expresses emotion and my picture interprets this precious time as art.*

*Masa Ushioda*

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December, 2013. Mary Barra becomes first female CEO of General Motors

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This is a publication of:



**European  
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Business School

## LETTER FROM THE PRESIDENT



Dear One Network Member,

As 2014 begins, we look back at 2013 and what was a very successful year for European University.

In addition to our 40<sup>th</sup> anniversary, we have had many other reasons to celebrate. In the European Category of the 2013-14 QS Global 200 Business Schools Report, we have risen five places in the ranks, to 34<sup>th</sup>. EU is the third-highest rated business school in Switzerland and fifth in Spain and Germany. Our Alumni Association has gathered in various cities, from Lisbon to Antwerp; Paris to Taipei; and Barcelona to The Hague. We have had more guest lecturers than ever before, brought together close friends and partners for our annual barbecue in Yvorne and enjoyed our largest Oktoberfest gathering to date. We welcomed a new Online MBA Director, launched educational seminars for external companies at our Munich campus, recognized successful individuals with *honoris causa* degrees and watched proudly as hundreds of accomplished students crossed the stage at commencement.

EU was recognized for its gender blindness and placed eighth in the QS Women at Global 200 Business Schools list. We build upon this achievement by focusing this issue of our magazine on women in business. We discuss important media icons, profile characters with historical impact and get to know some of our highly-successful former students.

Barcelona, one of our main campus locations, is featured in our ON the Map section. Here, we take a closer look at the famous "Barcelona Model" and how it has, quite literally, paved the way for progress in this Mediterranean metropolis.

I am especially proud that in this issue of ON we have had the highest level of student participation to date. Their points of view reflect what the young generation is really thinking. You will be impressed by how mature and eloquent they are.

This second issue is particularly interactive; we have included even more QR codes, inviting you to further explore topics we cover both in our classes and on our website, blog and social media sites.

I invite you to read our articles, I challenge you to reflect on what they say and I dare you not to be impressed.

**Dr. Dirk Craen**  
President

  
Roeckl



# ON...

Page 10

## ON TOPIC

*There is a substance that saves the lives of thousands of soldiers, police officers and security guards every year. You may be surprised to find out who invented Kevlar, and which other useful products were invented by women.*



# THE MANY SUITS OF POWER

Power. The struggle for obtaining it has been around since man (and woman) has walked the earth. So what does someone wear when they want to dress for success? A power suit of course.

The power suit made a comeback on catwalks all over the world during the 2013 fall/winter season. The term, originally coined in the 1980s, refers to a style of dress designed to empower and embolden working women.

But suits of power haven't always come with lapels and strong shoulders. Power dressing has meant different things over the ages. Throughout history, female fashion has gone from corsets to capris; skirts to suits; full-length to fierce.

Armani invented the power suit in 1975, and the first design gave women a more masculine silhouette. Since then, world-famous designers including Calvin Klein and Donna Karan have put their personal spins on the power suit.

During the 80s, the power suit empowered itself and became a media icon. By the time the 90s hit, many designers had moved on, but recent runway shows suggest the power suit may be on its way back. As the battle of the sexes continues and women rise up in the ranks both on and off the runway, Armani's words still ring true: "Power can be feminine."



**circa 1480 B.C.E.**  
Egyptian Queen Hatshepsut becomes "king" and is pictured with male muscles and a pharaonic fake beard.

**1236**  
Raziyya Iltutmish, the first female Muslim ruler in Delhi, dons trousers and turbans and answers only to "sultan."



**WWI**  
Women wear their husbands' (altered) trousers while taking on traditionally-male jobs.

**circa 223 C.E.**  
The Bible says "The woman shall not wear that which pertaineth unto a man."  
Deuteronomy 22:5  
*King James Bible*



**circa 470 B.C.E.**  
Ancient Greek vase shows an Amazon woman sporting trousers and a shield.

**1860s**  
Mary Edwards Walker, American feminist, abolitionist, prohibitionist and surgeon, is frequently arrested for wearing masculine clothing but insists on her right to do so.

**circa 240**  
Trieu Au, Vietnam's own Joan of Arc, wears golden armor to emphasize her power.

**1925**  
Paul Poiret makes first corduroy pant suit while women of the time are donning hats, canes and monocles.





1942

In *Woman of the Year*, Katherine Hepburn dons power-skirt suits and slacks with blazers.



1971

Bianca Jagger marries rock icon Mick in a YSL power suit instead of a gown.

1964

André Courrèges creates a safari-styled pant suit; considered the real beginning of slack suits for women.

# VOGUE

1990

*Vogue* declares the end of the power dressing era.

1976

The first power suit appears in *Vogue's* September issue.



WWII

Female industrial workers in war service wear trousers.



1976

Diane Keaton arrives at the Oscars wearing her trademark menswear-style power suit.



2013

A "more feminine" power suit makes a comeback on runways around the world.



1933

Coco Chanel designs a very masculine-looking pant suit worn by Marlene Dietrich.



1966

Yves Saint Laurent introduces *Le Smoking*, an evening pant suit that mimics men's tuxedos.



1990

Madonna's *Blond Ambition* World Tour revolutionizes the pin-striped power suit, adding a conical corset.

# FEMALE INGENUITY

*Popular products by female inventors*



**Chocolate Chip Cookies, 1930**

*Ruth Wakefield*

A lack of baker's chocolate created a delicious, edible legend.



**Life Raft, 1880**

*Maria Beasley*

A good friend to have on the Titanic.



**Snuggli® Baby Carrier, 1969**

*Ann Moore*

Based on fabric slings used by African mothers.



**Modern Brassiere, 1914**

*Mary Phelps Jacob*

A step up from the bone and steel options of the era.



**Squared-Bottom Paper Bag, 1871**

*Margaret Knight*

She actually invented the machine to make them.



**Synthetic Hair Brush, 1898**

*Lyda Newman*

No more boar's hair brushes for us!



**Barbie Doll, 1959**

*Ruth Handler*

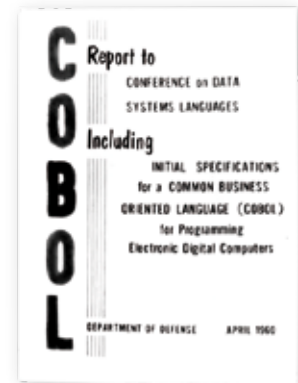
Barbie, the woman who has done it all.



**Disposable Mobile Phone, 1999**

*Randice-Lisa Altschul*

Finally! A phone we can toss out the window.



**COBOL Computer Language, 1960**

*Dr. Grace Murray Hopper*

The very first user-friendly business computer program.



**Spanx, 2000**

*Sara Blakely*

Holding it all in for the 21<sup>st</sup> century.



**Kevlar, 1974**

*Stephanie Kwolek*

She's bulletproof, nothing to lose, fire away...



**Alphabet Blocks, 1882**

*Adeline Whitney*

You have no excuse not to know your ABCs.

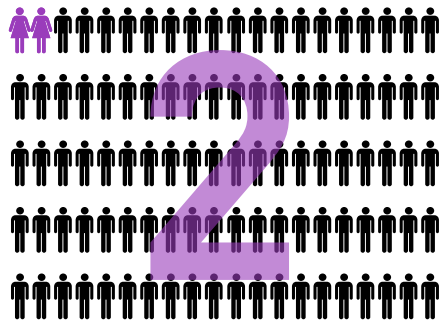


**Liquid Paper, 1958**

*Bette Nesmith Graham*

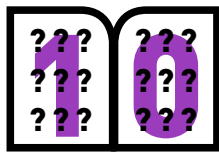
Typing errors increased by 78% that year.

# WOMEN IN BUSINESS NUMBERS

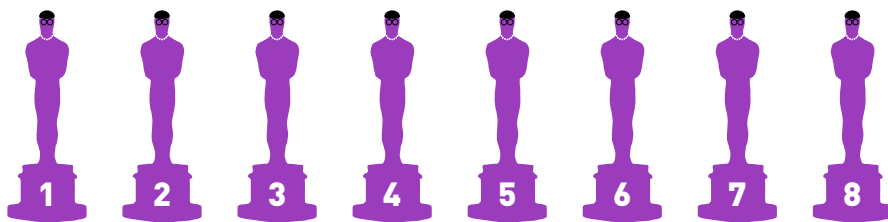


**50**  
years since the Equal Pay Act was passed in the U.S.A. (*Huffington Post*)

of the executive directors on the corporate boards of the U.K.'s top 100 companies are women (*Cranfield University study*)



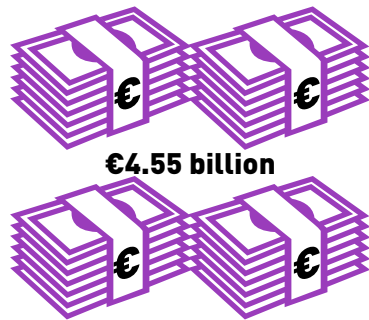
of the 11 countries with the lowest female literacy rates are in Africa (*UNESCO*)



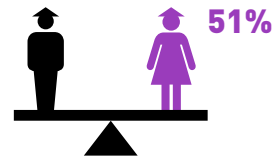
Academy Awards were won by American costume designer Edith Head; more than any other woman



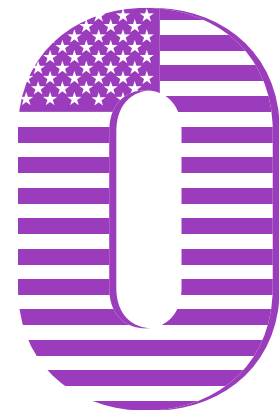
of Latin American companies are run by women (*Latin Business Chronicle*)



was the net worth of the world's richest self-made woman, Spanish entrepreneur Rosalía Mera, who died on August 15, 2013



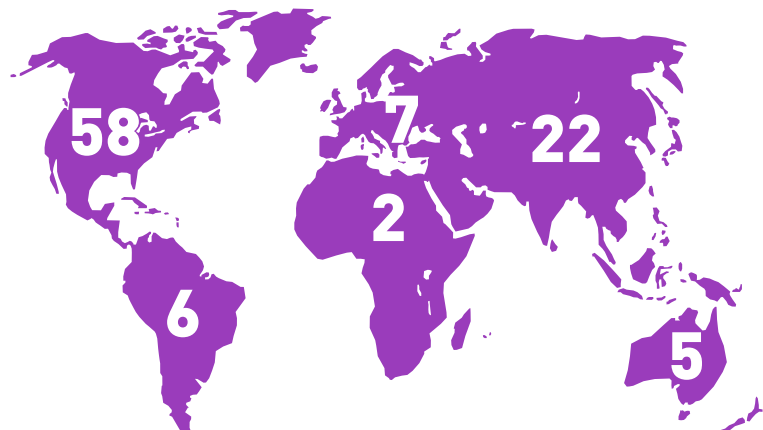
of senior management positions in China are held by women (*Grant Thornton*)



paid maternity leave days are allotted by law in the United States



is the year by which 40% of EU non-executive director board seats must be occupied by women



is the breakdown of women by continent on the *Forbes'* list of the world's 100 most powerful women



A



B

Time Inc.

C



D



E

## ON TOP

### A. Sheryl Sandberg

Facebook COO, whose book *Lean In* launched a worldwide movement and changed the conversation from what women can't do to what they can. Read more at [leanin.org](http://leanin.org).

### B. Janet Yellen

Who was named the first female chairman of the Federal Reserve, the world's most powerful central bank. Our thumbs up also go to President Obama for nominating her.

### C. Time Inc.

Who in January named Martha Nelson the first female editor-in-chief of its magazine division and later in September, appointed Nancy Gibbs the first female managing editor of *Time* magazine.

### D. Sarah Outen

Who was the first person to row solo from Japan to Alaska as part of her journey around the world. She has kayaked from London to Calais, cycled Europe to Asia and paddled to Japan. Follow her human-powered journey at [sarahouten.com](http://sarahouten.com).

### E. Malala Yousafzai

Who is standing defiant in the face of death threats and an attempt on her life to actively continue the fight for women's right to be educated. We thank you!

## HIT BOTTOM

### A. Marissa Mayer

Yahoo CEO, whose decision to end telecommuting at Yahoo was hailed an "epic fail." Of the top 100 companies on *Forbes'* 2013 list, 84 offer telecommuting. We wonder why Yahoo isn't on that list.

### B. Ana Botella

Whose "relaxing cup of *café con leche*" wasn't relaxing enough to make the International Olympic Committee overlook the fact that the Spanish capital's quest to host the 2020 Olympic Games might push the country deeper into debt.

### C. Twitter

Whose all-male board ignores research suggesting that diversity can be extremely beneficial. When 62% of your users don't have representation on your board, it becomes a corporate issue.

### D. Philippe Le Ray

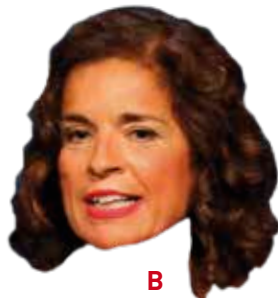
French politician, who made childish chicken noises during fellow MP Véronique Massonneau's speech at the National Assembly and was fined a quarter of his monthly salary. Welcome to kindergarten!

### E. Susan Patton

Whose contribution to *The Daily Princetonian* included (among other gems): "It's amazing how forgiving men can be about a woman's lack of erudition if she is exceptionally pretty." Forget your business education, save up for surgery.



A



B



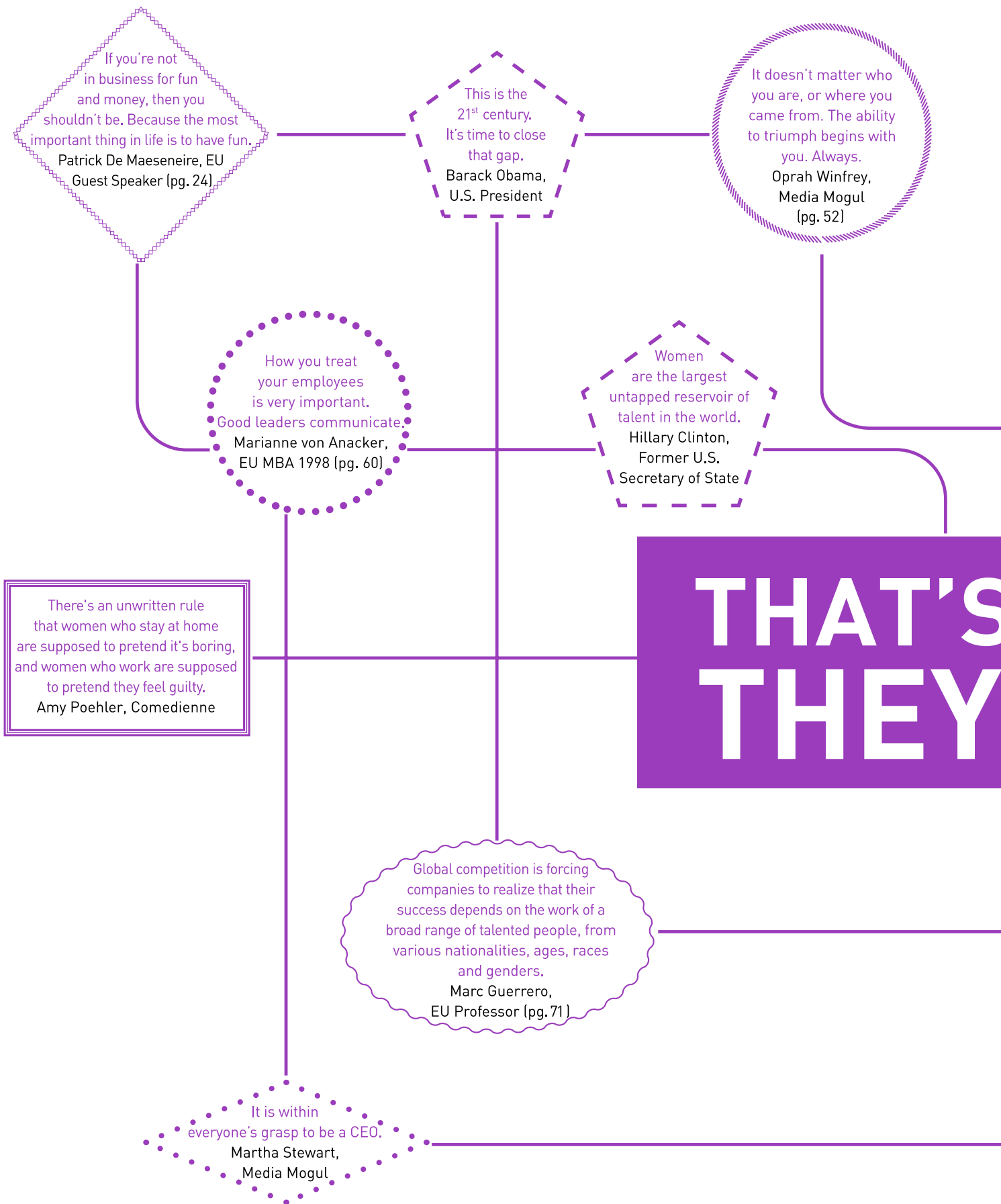
C

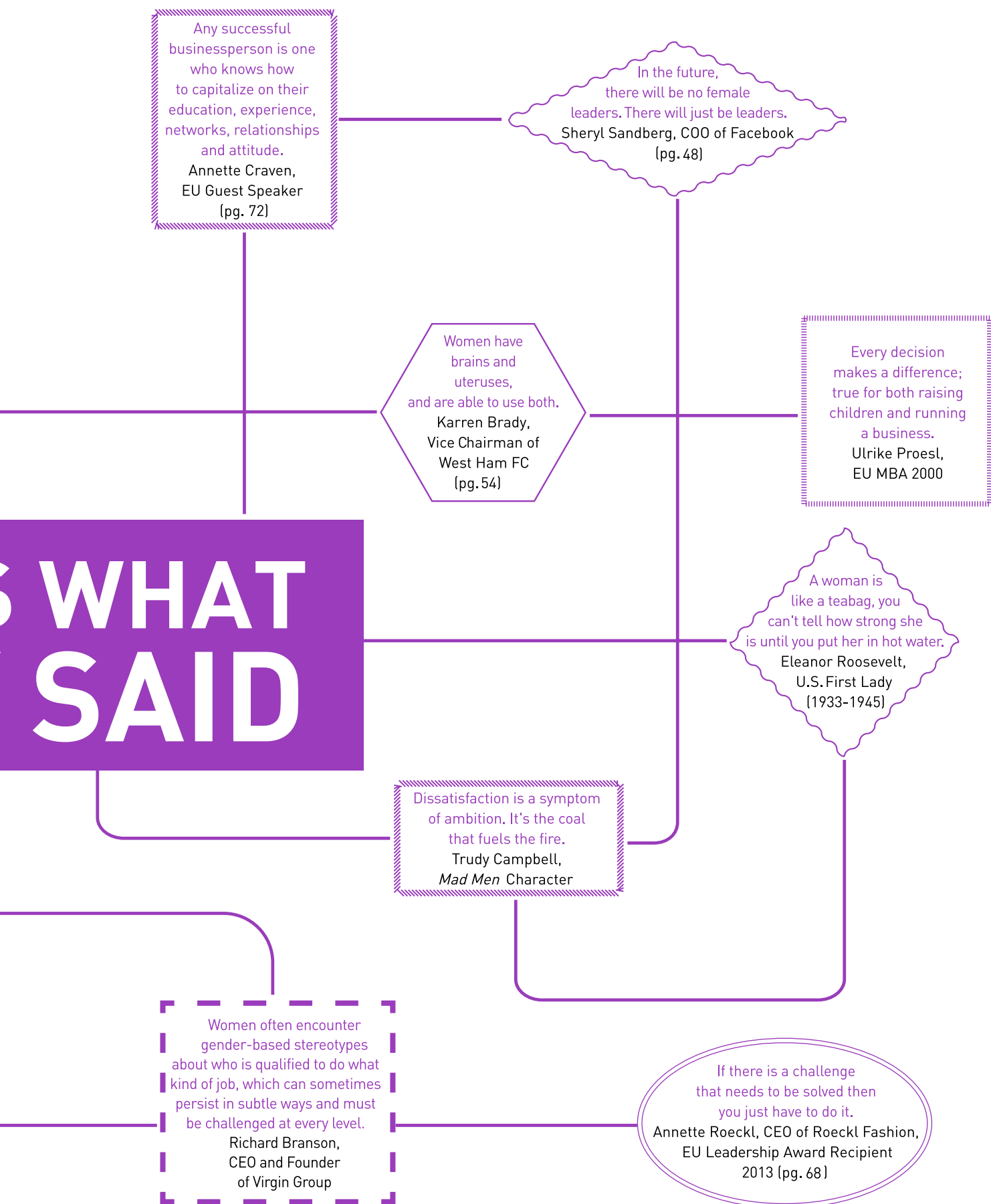


D



E





# 5 QUESTIONS ON...



## China

Marie Christin Shenouda

EU MBA 2000

**You are a marketing and economics expert, but you first studied Chinese. How come?**

The women in my family studied law or medicine. I wanted to do something crazy. So I studied the culture and language of a country that seemed exotic in the 80s: China. My parents thought I would never find a job with a degree in Chinese culture. I pursued it anyway and then scored a scholarship for a year abroad in Beijing in 1988.

**So you arrived as the world began to change?**

I was there during the Tiananmen Square massacre in June. The university was closed for six weeks and the professors and students were on the streets every day. It was shocking. We were all asked to leave China in July.

**The Berlin Wall collapsed a few months later...**

Exciting times; not everyone is lucky enough to witness historic moments. The world was opening up, and I wanted to take advantage of these amazing opportunities. So I combined my knowledge of China and economic training from Deutsche Bank and soon got my first job working at the German Centre Shanghai, helping companies set foot in China.

**How has the country changed now?**

Beijing, for example, is a completely new city. I miss the old alleys and the great noodle bars they had on every corner. Now you can find the best restaurants and hotels in China, you have great nightlife with the best bars. Everything in China is new now, but sometimes I miss the traditional buildings. They had a special charm. In the 1980s, people thought I was crazy for studying Chinese. Today, corporations can't afford to ignore China.

**China has incredible food. Any tips where to get it in Germany?**

The trick is to say: "I don't want sweet and sour chicken. I want real Chinese food." You can get amazing dishes at almost every Chinese restaurant in Germany; the thing is, you have to order in Chinese.





## Radio

**Angeline Fischer**

EU MBA 1999

### How did you end up with your own radio show?

I come from Ottawa, Canada, a place full of variety. I fell in love with a German man and decided to study in Germany. After EU, I was living in the small town of Göppingen – a nice place, but quite a contrast to my hometown of Ottawa in Canada; it's not a very metropolitan city. I worked very long hours, often past 22:00. I felt that it was time for a change, so I met with the people from Radio Fips, a local community station, and was fascinated by their work. That's when the idea for my own show was born.

### Why did you name it “English Breakfast”?

The show is broadcast in English, and it's on in the morning. The name also makes reference to the tea with the same name. The ingredients for this tea come from around the world, a bit like my show: I produce it in Germany, but my approach is very international.

### Why did you choose radio? A blog would have been easier.

Radio has a very unique power – it gives people a voice, literally. I strive to give voices to people who don't usually get to be heard by the public.

### How do you choose your guests?

My goal is to feature people who make a difference. I have been doing the show for more than a year and a half, and my guests keep surprising me. I still have a long list of people I want to invite in the future.

### Can you give us an example?

One of my all-time favorite guests was Natascha, a very gifted performer and actor who uses her talent for a great cause: she works as a hospital clown.

Read more of our *ON the Subject* articles on the EU blog:

ON Niche  
Markets



ON Babies



○○○
The Perfect E-Mail
□

**To:**

**Cc:**

**Subject:**

Dear ON Readers,

In-house e-mails should only be five sentences long. Cut out excessive details and stay focused. Clear, concise communication saves time and improves efficiency. Stick to who, what, when, where and why. Hit send.

**Taboo terms**

- Just:** totally unnecessary
- Really/very:** adds nothing to the meaning
- Perhaps/maybe:** are you sure of what you're writing, or not?!
- That:** only totally necessary as a demonstrative pronoun, adjective or an adverb
- Honestly:** are you usually dishonest?

**Say what you mean; mean what you say**

- Literally:** only if you're being literal
- Logo:** a graphic representation or symbol of a company name, trademark, abbreviation, etc.
- Proposal:** a suggestion of the project; not the finished one
- Unique:** only if you're talking about one of a kind
- Slogan:** a distinctive and signature phrase for one party

**Groupthink**

When addressing lots of people, do not use "Dear all," "Dear colleagues" or "Dears." Instead, opt for a simple "Hello" or a time of day greeting, such as "Good morning" or "Good afternoon."

**So long, farewell**

- Warmly** and **sincerely** should be for longer e-mails of a more personal nature
- A simple **best** or **regards** works for shorter or more formal correspondence
- Include a **thank you** when making a request
- Cheers, yours** and **xoxo** have no place in the business world!

Best,

The ON Team

**European University**  
Business School

# ONUS

**Page 20**

Over 700 students celebrated commencement with important leaders and guests.

**Page 26**

Catch up on EU's latest events and goings on in our news round up.



## ALUMNI

*Read about the revitalized EU Alumni Association and new website on page 22.*

# THEY MADE IT!

*Every EU student's university career culminates in the formal event that celebrates the completion of their degree: commencement.*

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**T**his year, European University (EU) celebrated the achievements of hundreds of graduating students with five commencement ceremonies across the globe. Delighted participants from the Munich, Geneva, Montreux, Barcelona, Kazakhstan and Hong Kong locations collected their hard-earned degrees, while proud family members and friends looked on.

At each ceremony, EU President, Dr. Dirk Craen spoke of his pride in this year's graduates. In his speeches, he applauded the students: "Congratulations to the class of 2013. You made it! Through your courage, commitment, belief and persuasion, you achieved your goal."

The first of the 2013 commencement ceremonies took place in Hong Kong on March 31<sup>st</sup>. The event was held at the Langham Place Hotel and celebrated the graduation of the largest group of EU Asian students to date. Awards were given to several special guests who attended the event. Three *doctor honoris causa* degrees were presented to Lee Koon Leong Nelson of HK Real Estate Agency Limited, Christian Dubois of ANDRITZ Hydro Ltd. and Gérard Dubois of La Rose

■■■■■■■■■■

## Delighted students collected their hard-earned degrees, while proud family members and friends looked on.

Noire. The EU Family Business Award recognized the achievements of EU alumni Elliot and Joanne Froidevaux, graduates of the Montreux campus who now run their family's watch company.

The second ceremony was held at the Grand Park Esil Hotel in Astana, Kazakhstan on May 17<sup>th</sup>. Students graduated with dual Master of Business Administration degrees, having completed the joint-MBA program at the Astana campus of the International Business School at Turar Ryskulov Kazakh Economic University. Dr. Craen also presented a *doctor honoris causa* degree in civil law to Olympic gold medalist Alexander Vinokourov for his "outstanding achievements in his athletic career... professionalism and love of family, nation and homeland."

The European commencement ceremonies kicked off in Munich on June 1<sup>st</sup>. This year marked the 20<sup>th</sup> anniversary of the opening of EU's Munich campus, a momentous occasion that the students and accompanying guests celebrated in style. The annual commencement ceremony takes place at the *festsall* of the luxurious Hotel Bayerischer Hof, and this year, was followed by a cocktail reception and delicious three-course meal in the hotel's roof garden. Special guests attending the event included Dr. Yves Leterme, Deputy Secretary-General of the OECD and former Prime Minister of Belgium, who delivered the ceremony's keynote speech and was awarded an EU *doctor honoris causa* degree. Annette Roeckl, CEO of Roeckl Fashion; Dr. Franz Georg Strauß, Director of the Board of the Marianne Strauß Foundation; and Stefan Reinhold, Managing Director of CEWE COLOR Munich, were also proud recipients of awards. Degrees at both the bachelor's and master's levels were given out to graduates representing 27 different nationalities; a record for the Munich campus. Student Anna-Lena Kuntz summed up the student experience, comment-

ing that: "The journey to get here has been exciting, stressful, but not least fun."

A week later, on June 8<sup>th</sup>, it was Switzerland's turn. Bachelor's and master's graduates from the Montreux, Geneva, London and online campuses were joined by friends and family members as they received their degrees at the Fairmont Le Montreux Palace hotel. Against a beautiful backdrop, guests enjoyed speeches by Peter R. Vogt, Deputy Executive Vice President at Nestlé S.A. and Head of Human Resources and Center Administration; Laurent Wehrli, Mayor of Montreux; and Dr. Adolf Ogi, former President of Switzerland, who was then presented with both a *doctor honoris causa* degree and the EU Corporate Social Responsibility Award. Keynote speaker Peter Vogt's inspiring words gave the students invaluable advice for the future: "You will always have successes and failures. Don't be afraid. Learn from mistakes. The quicker you try, the quicker you learn."

The 2013 Barcelona commencement ceremony took place on June 15<sup>th</sup> at the Hotel Pullman Barcelona Skipper. EU's Master of Ceremonies, MBA Director Alistair Charles, led the proceedings and invited students to collect their hard-earned degrees. Patrick De Maeseneire, CEO of Adecco and EU King Fellow Award recipient, gave an inspiring speech, imploring graduates to have fun in their future careers. Awards were presented to local businesses and individuals, including Josep Cabré, President of the Castellars de Vilafranca, who received the Leadership Award; and EU alumnus, Alex Armengol, who was given the Entrepreneurship Award. Following the ceremony, a live two-piece jazz band provided a gentle backdrop to the cocktail reception on the hotel's terrace.

Over 700 EU students collected their hard-earned, well-deserved degrees at ceremonies in five different countries, accompanied by hundreds of relatives, friends and members of the EU faculty and administration, and with that, the EU commencement ceremonies concluded for another year. **ON**



Find out more about the commencement ceremonies:

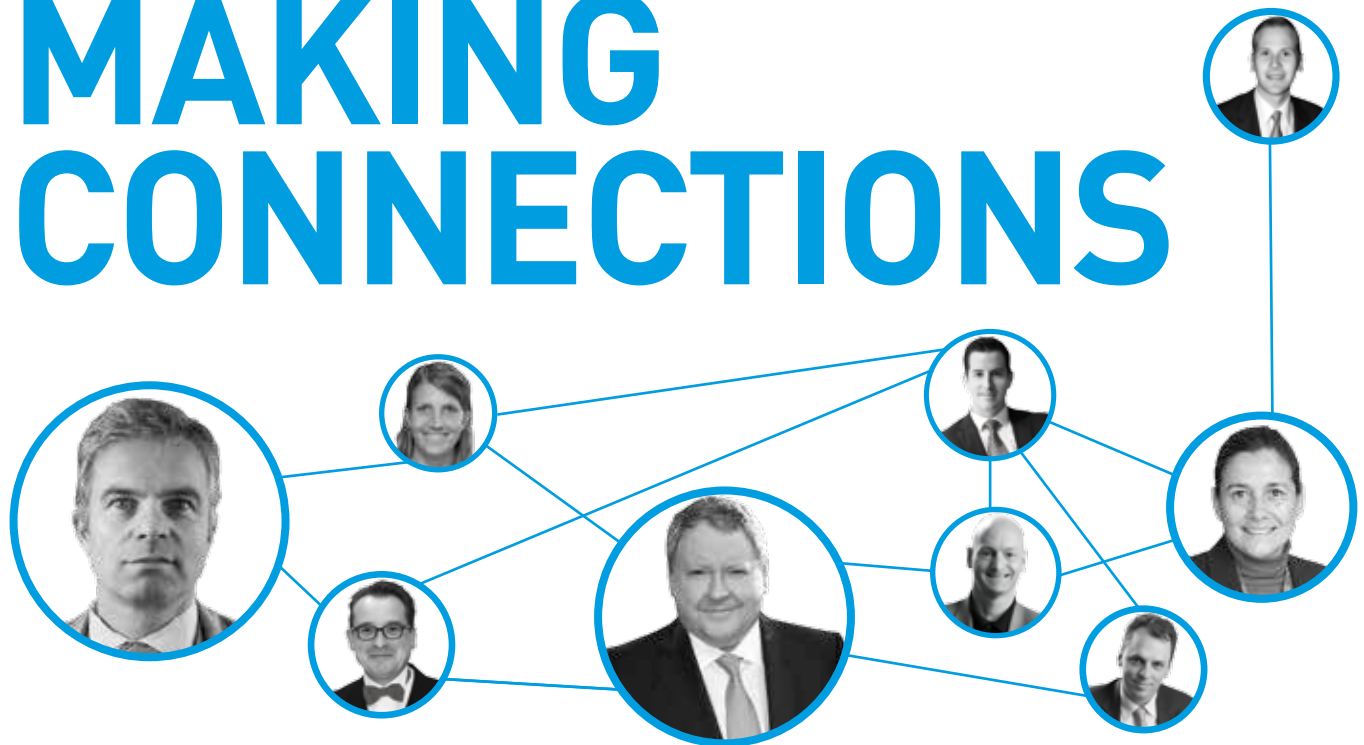
Commencement  
Magazine



Commencement  
Videos



# MAKING CONNECTIONS



*EU alumni share common ground in their educational and business values. The revamped Association and new website facilitate connections within this 25,000-member global network.*

**E**uropean University has revitalized its alumni association. The Association connects alumni and facilitates communication between them, encouraging interaction, discussion and collaboration.

Over 25,000 former students enjoy success in numerous business fields; holding high positions in international corporations, expanding SMEs and pioneering start-ups.

The EU Alumni Association brings these like-minded professionals together by offering alumni the perfect platform for cultivating connections. Participants exchange both ideas and experience, which can prove to be mutually beneficial.

The Association is an independent entity from the university, run by a separate board and president. It is organized by chapters, according to country and/or region, each with a chapter leader responsible for organizing events in their area. These gatherings offer ideal opportunities for members to promote their businesses, reconnect with schoolmates and exchange business cards. These connections in turn encourage business connections within geographical areas; particularly ideal for alumni looking for business partners, consultants or company services within their area. Chapter leaders get to know the alumni in their area and then help them in making connections specific to their needs. Alumni associations are a very effective type of social network, part-

ly because people tend to choose university programs that have social groups with interests close to their own, generating more interaction and long-lasting relationships. According to a recent survey conducted by Graduway, access to an exclusive network with career and mentoring opportunities is the second factor to influence university choices, behind the receipt of a recognized, valued qualification.

René van Baardewijk is the current President of the European University Alumni Association. He graduated from EU in 1989 with a Bachelor of Business Administration and is passionate about the Association. He appreciates the importance of such a network, noting that the values of being part of such a community include both the “level of contact and the business aspect, when alumni are looking for jobs, or talent to hire; any number of synergies may emerge when like-minded people get together.”

Van Baardewijk also extolls the virtues of doing business with other alumni. He is currently working with a fellow alumnus in setting up a plastics division within his distribution company. He says: “Sometimes alumni don’t even need to conduct business together; exchanging ideas and talking about projects can be enough. People who went to the same school are never complete strangers.”

Visit the Association’s brand new website, featuring news, interviews and event details, at [alumni.euruni.edu](http://alumni.euruni.edu). **ON**



# NEW DIRECTOR PUSHES ONLINE PROGRAM IN ONE DIRECTION: FORWARD

**W**orldwide, more than six million people are investing in their futures with e-learning programs. Last year, European University launched its online campus. The flagship Online MBA program takes EU’s full-time program and simply makes it globally accessible.

In August, EU intelligently hired Dr. James Mulli as Director of the Online MBA program. A native of Nairobi, Kenya, Dr. Mulli spent his childhood in various countries, before studying both a master’s degree and a Ph.D. in New York, specializing in economics and finance. He has since worked in the world of academia in New York; in Munich, where he taught financial accounting and international trade theory at EU; and in Shanghai. He now lives and teaches in Luxembourg.

Dr. Mulli comes to EU with a fresh perspective and a perfectionist’s desire to push and make this program one of the best on the market.

Online learning is a different, competitive model that continues to grow and one that meets the three main reasons why students attend a business school: to learn from expert faculty, to interact with their peers and to network. Dr. Mulli believes that the connections made between fellow students in an online capacity can be just as strong as those made in a face-to-face environment, as the online environment fosters an equal, if not greater, sense

of community while casting the net further. Dr. Mulli suggests that it’s a leveler: “It creates a forum for everybody to have an equal voice. The online environment

■■■■■■■■■■

**“At EU, we are optimizing tools and trends as they emerge in order to become the standard in online learning.”**

allows those who are different learners or non-native speakers to take their time and vocalize their thoughts.”

Dr. Mulli is passionate about technology: “One of my focuses, beyond my specialty in Managerial Accounting, is using technology in education. I have great passion and a great belief that technology will transform education, not as a panacea but as a leveraging tool. And this is where my role as the director of the program comes forward. I try to make sure we can optimize it.”

With the wide realm of possibilities open in the world of technology, Dr. Mulli’s goal is to curate new innovations to put together the best program possible. “The [continual] goal is to make sure we are

maximizing use of technology to optimize the program... there are more tools than we know, that are being dreamt about as we speak. Technology becomes obsolete very quickly, so we not only want to *meet* the standard, we want to make sure that as a continual goal, we are optimizing the tools and the trends as they emerge in order to *become* the standard.” **ON**

## THE VALUE OF AN EDUCATION FOR MOMS

MBA degrees can be expensive, but higher education pays off in a big way.

Professional degree	\$102,978/yr
Doctorate degree	\$95,565/yr
Master’s degree	\$70,186/yr
Bachelor’s degree	\$57,181/yr
Associate’s degree	\$39,746/yr
Some college experience, but no degree	\$33,009/yr
A high school diploma or GED	\$31,286/yr
Less than high school diploma	\$21,251/yr

Source: Classes and Careers, U.S.A., 2010



# THE JOB EXPERT'S 20 CAREER LEARNINGS

*Patrick De Maeseneire is the CEO of Adecco. He personally runs their locations in over 70 countries, sometimes traveling over 300 days a year to do so. In his guidelines, he talks about decisions, falling like a stone, self-fulfilling prophecies and having fun.*

**01** Do only what you like. If you don't like your job, it will frustrate and ultimately kill you.

**02** Don't go for the money; it will come eventually.

**03** Consulting is talking about doing a job; it's not doing the job.

**04** If you move up the ladder like a rocket, you will fall down like a stone. Do every job for at least three years, learn what you're talking about, otherwise your people will not respect you and they will fire you.

**05** If you can work abroad, do it; especially if you're European. The business world is developing elsewhere.

**06** Never be the first CEO. If you work for a company where the founder is still the chairman, they will always come back once; so the first CEO is always fired.

**07** Taking a step back is OK, as long as your next move is above your previous one. Sometimes in your career you need some distance; it happens to everyone, believe me.

**08** My top-five job criteria are: industry, company, salary, boss and position. Don't compromise on any of those. Money won't make you happy if you don't like the job or respect the boss.

**09** Work hard while others sleep. That's when you make the difference, get results and move up the ladder.

**10** Recognize your own weaknesses; nobody is strong in everything. Compliment yourself with people who have your weaknesses as strengths.

**11** Make a lot of mistakes, recognize them publicly, and then the solutions are easy.

**12** Always recruit better people than you. Good people push you up or out, and both directions are good. If you recruit B or C people, you won't win the war.

**13** Assign clear goals. Make sure your people understand what the company or team goals are and make them part of the process so they work together with you.

**14** Keep organizations simple. Basically: everybody in an organization should have a goal and should achieve said goal.

**15** Information is power; don't keep it for yourself. Share as much as you know with your people and you will succeed. A number of managers don't share and they don't succeed.

**16** Make decisions. Out of 10, seven may be wrong, but three will be right. If you make a wrong decision, recognize it publicly, make another and move on. People will punish you more for indecisiveness.

**17** Praise in public and reprimand in private. No one wants to be publicly humiliated. Successes should be your teams, and problems should be yours.

**18** Don't hang on to your job. If you're afraid of losing your job, you will.

**19** Only two things happen in life: those you want and those you fear. If you are afraid of dying, believe me, one day, you will.

**20** The most important thing in life is to have fun: if you are not in business for fun and money, you shouldn't be.



# PRINCIPLES THAT LEAD TO ACTION

**E**uropean University prefers verbs over nouns. Actions are key to making changes, evolving and working toward a better world.

Upon creating the Principles for Responsible Management Education (PRME) report, we took stock of our purpose, values, methods, partnerships and dialogues, and strengthened our commitment to all of them. We then adapted five of the PRME principles into actions that are at the heart of the EU philosophy.

## Dialogue for Inspiring

Guest speakers from all walks of life and areas of business regularly come to the EU campuses to share their expertise and experience with eager students keen to hear from professionals.

## Partnership for Cooperating

Our partnerships with highly-regarded institutions all over the world encourage EU students to discover new cultures and educational experiences on an international scale. Additionally, industrial visits and study tours offer insight into the outside world, both at home and abroad.

## Purpose for Evolving

As a leading business school, we have a duty to keep up-to-date with the ever-changing world in which we live and to offer the most current education possible. As an international organization, we have a responsibility to remain committed to the global issue of sustainability.

## Method for Teaching

Classes at EU take place in an international, open atmosphere, in which expert faculty members share their business acumen with students from all over the world. Small class sizes, open discussion forums and a pragmatic approach to experiential business learning prepare students for leadership positions.

## Values for Learning & Giving

Ethics, corporate social responsibility and sustainability are key at EU. We offer courses and programs that cover these topics. EU is also committed to supporting the humanitarian work of individuals and organizations, such as the Maia Association.



## NO MOUNTAIN HIGH ENOUGH

EU MBA alumna Mila Aleshina has just completed an incredible challenge! In October, she hiked Mount Kilimanjaro to raise funds for the Success Academy in Zimbabwe (SAZ). The idea for the partnership with SAZ came to Aleshina nearly two years ago, while she was brainstorming business ideas for her entrepreneurship class. She reflected on the importance of education and, noting how her studies have opened many doors for her career, decided she had a responsibility to use her education to help others. Mount Kilimanjaro has an elevation of 5,895 meters and is Africa's highest mountain. The very impressive former EU student successfully reached the Uhuru peak, the highest summit on the crater rim of the mountain's Kibo volcanic cone, in six days.



## NO RIVER WIDE ENOUGH

EU Barcelona Admissions Coordinator, Sandra Moro, took part in the Challenge Maresme 2013. She and several other sporting enthusiasts participated in the event to raise money for children's neuroblastoma research. Moro and her two teammates competed in the mixed triathlon event, which they won! Between them, they swam 3,800 meters, cycled 192 kilometers and ran 42 kilometers. Moro successfully completed the swim in just 1:06:14, and the team accomplished the whole event in 8:59:10.

# EUROPEAN UNIVERSITY NEWS

– Over the next few pages, we catch you up on events, activities and news throughout the EU network. –



## WOMEN ON TOP

**March, 2013.** EU placed eighth in the Woman at Global 200 Business Schools list compiled by QS Top MBA which measured the highest proportion of women in MBA programs. EU currently has a 54% MBA female population across all campuses. EU faculty and staff include many female role models, such as Isabelle Balli, communications professor.



## SOCIAL RESPONSIBILITY REPORT

**May, 2013.** Every two years, EU compiles a Principles for Responsible Management Education (PRME) report, in which we look at the raisons d'être behind the university and the methods we employ to remain loyal to our values and ethics. After the PRME report, we created a Social Responsibility report, adapting a selection of the PRME report principles and turning them into verbs. At EU, we focus on actions that bring about change and help us evolve. Read more about EU's Social Responsibility on page 25.



## EUROPE MEETS U.S.A. WITH JOINT PROGRAM

**May, 2013.** European University has a new joint postgraduate program with the University of California, Riverside (UCR), a high-ranking university in the U.S.A. After completing their six-semester bachelor's degree, EU students are eligible to participate in this nine-month program at UCR and earn a postgraduate diploma in either management, hospitality management or sports management. On successful completion of the program, students are then eligible for an OPT visa, meaning they can live and work in the U.S.A. for up to a year.

## ACBSP CONFERENCE IN SALT LAKE CITY

**June, 2013.** The Accreditation Council for Business Schools and Programs (ACBSP) hosted two conferences in Salt Lake City. The main conference concentrated on Sustainability and Corporate Responsibility in the Classroom, and the second on accreditation. Barcelona Academic Dean, Christine Clarke, was present at the conferences and participated on a panel which related the Principles for Responsible Management Education (PRME) values to business school activities.



## DOCTOR HONORIS CAUSA AWARDS

*Some people earn their degrees in the school of life, EU honors superior achievements.*

**Summer, 2013.** European University presented three *Doctor Honoris Causa* degrees to well-deserving recipients with varied careers and backgrounds. Kazakh Olympic cycling gold medalist Alexander Vinokourov; Dr. Abel Gyozevich Aganbegyan, the head chair of the Economic Theory and Policy Department at the Presidential Academy and former advisor to Mikhail Gorbachev; and tennis player Roy Emerson, who has a still-unsurpassed record of 10 straight Grand Slam victories, were all presented with honorary doctorate degrees in recognition of their exceptional achievements.



## SOCIAL MEDIA WORKSHOP FOR CABLE CARS AT EU MUNICH

*Dean Sascha Liebhardt teaches about a vital aspect of 21<sup>st</sup> century business that is necessary for success in today's market.*

**July, 2013.** Confronted with the challenge of attracting new customers and improving current customer loyalty, the Association of German Cable Car Operators ([seilbahnen.de](http://seilbahnen.de)) turned to European University's Munich campus for a one-day workshop on social media. Keeping up with new technologies is vital to the success and survival of their industry. Alternative attractions and foreign competitors have transformed cable car companies from transportation providers into experience and entertainment suppliers. As such, keeping up with new technologies is vital to a company's survival. The workshop emphasized how to create a clear communication strategy focused on core competencies and carry it out through authentic social media content. Participants, so happy with the results, requested EU students perform case studies on their respective companies. This served as practice for the students and gave management bodies a global opinion on a micro scale. EU Munich offers one-day workshops on a wide range of relevant subjects. Past workshops have included: Media in the 21<sup>st</sup> Century and Online Stock Trading.

## EU'S ONLINE MBA GLOBAL COVERAGE

**June, August, 2013.** In recent articles published in various media outlets, such as *The Korea Herald* and the MBA supplement of South Africa's *The Mail & Guardian*, the Munich campus Dean, Sascha Liebhardt, has discussed the positive and negative aspects of an online MBA. Dean Liebhardt looked at how online learning offers students extensive interactive experiences, discussing the merits of such a program and looking at the recent developments in technology and how these have facilitated an increase in the relevance of online programs. The articles are available in the Press section of the EU website.



## AIESEC INTERNATIONAL VISITS EU

**July, 2013.** AIESEC, a voluntary student organization that arranges internships around the world, visited several EU campuses to present on their international exchange program. They introduced both their Global Citizen program, through which they arrange volunteer work abroad and their Global Talent program, a professional development scheme that allows students to work in an international environment. For internships, visit [aiesec.org](http://aiesec.org).



## SUMMER BBQ IN SWITZERLAND

*Guests enjoy cocktails, canapés and conversations with the Craens.*

**August, 2013.** The Craen family held their fifth-annual summer barbecue at the EU Executive Center in Yvorne, Château Maison Blanche. This event is an opportunity for the family behind EU to invite friends, academic partners and business leaders from all over the world to celebrate with them. Guests were invited inside the beautiful château, framed by the spectacular Dents du Midi Mountain, to enjoy the smooth sounds of a jazz band and an evening meal. The event was a huge success, as 150 guests enjoyed fine wine and a delicious barbecue.



## FAMILY BUSINESS AWARD

**September, 2013.** The family behind Switzerland's magnificent Gstaad Palace hotel was recognized with an EU Family Business Management Award. The university recognized the Scherz family for their dedication to maintaining a superior standard of hotel luxury since 1913.

## JOHN WETHERELL TOP MBA ARTICLE



**September, 2013.** TopMBA.com published an article on the relevance of business ethics courses. In the article, John Wetherell, Professor of Economics at EU Barcelona, commented on how important it is that business ethics be integrated into the curriculum of any MBA degree and how effective a hands-on approach to teaching can be.



## DBA THESIS PUBLISHED

**September, 2013.** EU DBA program participant Nguyen Bao Thoa's DBA thesis, in collaboration with thesis supervisor Khong Sin Tan, has been published in the *IBIMA Business Review*. The journal is a very prestigious, peer-reviewed, open-access journal that compiles case studies that significantly contribute to the practice and support of continuous learning efforts in organizations.

## ALUMNI EVENTS AROUND THE WORLD

*The renewed Association has been very active this year with networking events.*



June, 2013. Antwerp, Belgium.



June, 2013. The Hague, The Netherlands.



October, 2013. Lisbon, Portugal.



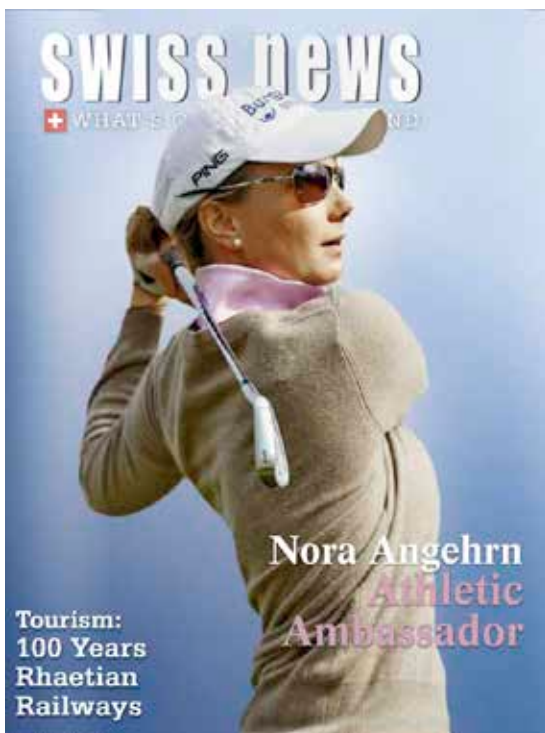
November, 2013. Barcelona, Spain.



November, 2013. Paris, France.



November, 2013. Taipei, Taiwan.



# SWISS NEWS INTERVIEWS DR. CRAEN

**September, 2013.** Dr. Dirk Craen was interviewed by *Swiss News*'s then editor-in-chief Erika Frey-Hasegawa. The interview in the magazine's September issue covered the highlights of Dr. Craen's personal journey, his tenure at European University, walking the talk, the importance of a good reputation and what he believes success to be. He gave insight into his personal journey and recounted what it took for him to become the head of a prestigious, international business university.

## NEWS IN BRIEF

### WELCOMING STUDENTS ON ALL CAMPUSES

**October, 2013.** EU students from each of the university's main campuses gathered at various venues for this year's welcome drinks.



**EU Montreux**  
Harry's New York Bar



**EU Barcelona**  
Nuba Lounge Club



**EU Geneva**  
Funky Monkey Room



**EU Munich**  
Wirsthaus am Bavariapark



## OKTOBERFEST

**September, 2013.** Each year, EU holds an alumni event at Oktoberfest in Munich. The annual reunion offers former students a chance to catch up, reconnect and socialize while tasting the various beers and traditional delicacies on offer. This year, 120 alumni joined staff and faculty members for another thoroughly enjoyable event. In attendance, EU Alumni Association Munich chapter leader, Thomas Ruschke said "The Oktoberfest Alumni events allow me to reconnect with people that I have not seen in a while and build business relationships."



## SEETHARAMAN THESIS

**September, 2013.** Dr. R. Seetharaman, CEO of Doha Bank and regular guest speaker at EU, presented his dissertation on global governance. He submitted and successfully argued his doctoral thesis, stating that the crisis is "an opportunity to create a better world, based on sound transparent principles and ethics."

## GUEST SPEAKERS AT EU

**November, 2013.** EU welcomed various guest speakers to campus to share their expertise with students. Professionals from companies such as CDC Leadership, Lewis PR and MaxVal Technology Partners spoke to captivated students about their working experiences, sharing advice and guidance, and giving them insight into the world of work.



Alba Roig, Lewis PR



Elena Tacchiati, CDC Leadership



Eric Bentolila, MaxVal Technology



Philippe Bach, Smash 2005



Teresa Ferreiros, Edelman PR



## LEARNING FROM LEADERS

*European University delivers first-hand, expert advice from prominent business figures directly to your inbox.*

**November, 2013.** European University launched its new Learning from Leaders video series. Through our flagship EU Today TV online channel, we will conduct interviews with various prominent business figures. Many of them also visit EU campuses and speak to students in person about their work, imparting market wisdom and sharing their experience.

In their video interviews, renowned businesspeople such as Yves Leterme, former Prime Minister of Belgium and current Deputy Secretary-General of the OECD, and Jean-Claude Biver, Chairman of Hublot Watches, discuss current topics, including recent business trends, the world of entrepreneurship and the principles they apply to the world of work. Each month, we will be sending an HTML newsletter with links to the videos and sharing the insight of these renowned experts with members of the EU community.

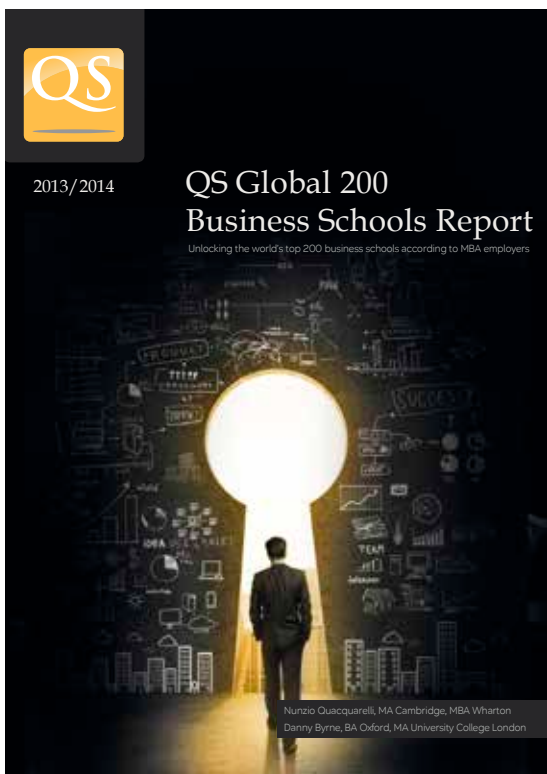
## CELEBRATING CEEMAN

**September, 2013.** *CEEMAN – 20 Years of Creating History* is a recently-published book looking back at the history of the international management development association. CEEMAN was established in 1993 in order to speed up the growth of management development in central and Eastern Europe. Since then, it has expanded to become a global network of deans, directors and professors keen on sharing knowledge and support. European University is accredited by CEEMAN.



## EU RANKS IN TOP TIER

**September, 2013.** EU ranked in the top tier of *CEO Magazine's* International Graduate Forum (IGF) MBA Rankings for both summer and autumn, 2013. The university also ranked in the second top tier for its Executive MBA program. IGF rankings are based on performance indicators such as: international diversity, class sizes, student work experience and faculty-to-student ratios.



# EU RATED IN THE TOP 35!

*Through hard work and perseverance, the university continues to climb in the ranks for the 2013-2014 academic year.*

**December, 2013.** European University has risen in the ranks, five places to 34<sup>th</sup>, in the European category of this year's QS Global 200 Business Schools Report. Above and beyond a top 35 spot, EU is the third-highest Swiss business school on the QS ranking and fifth in Spain and Germany. These ratings are a detailed overview of business schools around the world, giving potential MBA students an insight into the best business education institutions worldwide. Quacquarelli Symonds (QS), founded in the U.K. in 1990 by Nunzio Quacquarelli, specializes in the analysis of educational institutions and international programs. In 1996, the company began to produce the annual QS Global 200 Business Schools Report as an alternative to other business school rankings. EU boasts several accolades from other respectable governing institutions: we were named sixth-best business school for female students by Capital.fr; listed as a top 20 business school by *China Economic Review*; and placed within the top 50 in the 2013 Social Media Friendly Schools list.



## EU PROFESSOR PUBLISHES NEW BOOK

**December, 2013.** *Rebooting Europe* is the latest book by EU Professor, Marc Guerrero. Dr. Guerrero, who teaches Cross-Cultural Business Issues, is also a long-standing member of Convergència Democràtica de Catalunya and the Vice President of the Party of the Alliance of Liberals and Democrats for Europe. This book offers a new perspective on various issues, and features a riveting prologue by EU President, Dr. Dirk Craen. Read Dr. Guerrero's opinion piece about women in business on page 71.

### WORD SEARCH

Finished reading all our news? Let's see if you were really paying attention. Can you find the last names of some of the newsworthy members of our One Network?

- Aganbegyan** Dr. h. c.
- Bach** Guest Speaker
- Bentolila** Guest Speaker
- Biver** Guest Speaker
- Craen** EU President
- Emerson** Dr. h. c.
- Ferreiros** Guest Speaker
- Friedman** Guest Speaker
- Guerrero** Professor
- Leterme** Guest Speaker
- Mulli** Online MBA Director
- Roig** Guest Speaker
- Scherz** EU Family Business Award
- Seetharaman** Guest Speaker
- Vinokourov** Dr. h.c.
- Wetherell** Professor

O	F	E	R	R	E	I	R	O	S	Z	L	Q	Y	U
R	Q	U	V	I	N	O	K	O	U	R	O	V	E	W
E	A	C	I	N	O	R	E	V	I	B	V	W	N	E
R	X	K	I	E	E	A	W	C	R	A	E	N	A	T
R	M	B	W	S	M	G	H	A	A	U	P	U	M	H
E	U	G	A	C	R	A	P	B	L	K	R	I	D	E
U	L	U	X	H	E	N	F	T	I	C	H	D	E	R
G	L	Z	L	E	T	B	V	U	L	S	E	B	I	E
G	I	A	G	R	E	E	S	C	O	N	I	W	R	L
D	U	Z	U	Z	L	G	R	K	T	T	Z	O	F	L
F	J	N	U	T	Q	Y	B	S	N	R	I	H	J	I
B	N	A	M	A	R	A	H	T	E	E	S	G	W	E
P	O	R	K	E	C	N	P	G	B	E	X	I	Z	F
F	K	A	U	H	X	Z	T	W	D	J	R	O	M	G
P	P	S	C	D	N	O	S	R	E	M	E	R	D	N



Gisele Bündchen, Model, unterstützt in Deutschland den 13-jährigen Felix Finkbeiner. Er und seine Freunde werden in jedem Land der Erde 1 Millionen Bäume pflanzen. Auch in Brasilien, Giseles Heimat. Helfen auch Sie mit im Kampf für Klimagerechtigkeit auf [plant-for-the-planet.org](http://plant-for-the-planet.org)



**STOP TALKING  
START PLANTING**







01

# EU

## INDUSTRIAL VISITS

Industrial visits have long been a staple of all EU programs. We believe in giving our students a bird's-eye view of the reality of business and brands while offering them an opportunity to network with some of the country's top professionals.

Many of the industrial visits in Barcelona, Munich, Geneva and Montreux are organized in conjunction with our academic and corporate partners. These companies then look at EU students favorably when they seek internships or job opportunities.



02



03

**01. ESTRELLA DAMM**

Barcelona  
June, 2013

**02. ACCENTURE**

Barcelona  
August, 2013

**03. RCDE ESPANYOL VS FC BARCELONA**

Barcelona  
August, 2013





**04. GROSSMARKETHALLE**

Munich  
August, 2013

**05. BARCELONA MEDIA**

Barcelona  
September, 2013

**06. BARCELONA ACTIVA**

Barcelona  
October, 2013

**07. UNITED NATIONS**

Geneva  
October, 2013

**08. KEMPINSKI HOTEL**

Geneva  
October, 2013

**09. FREIXENET**

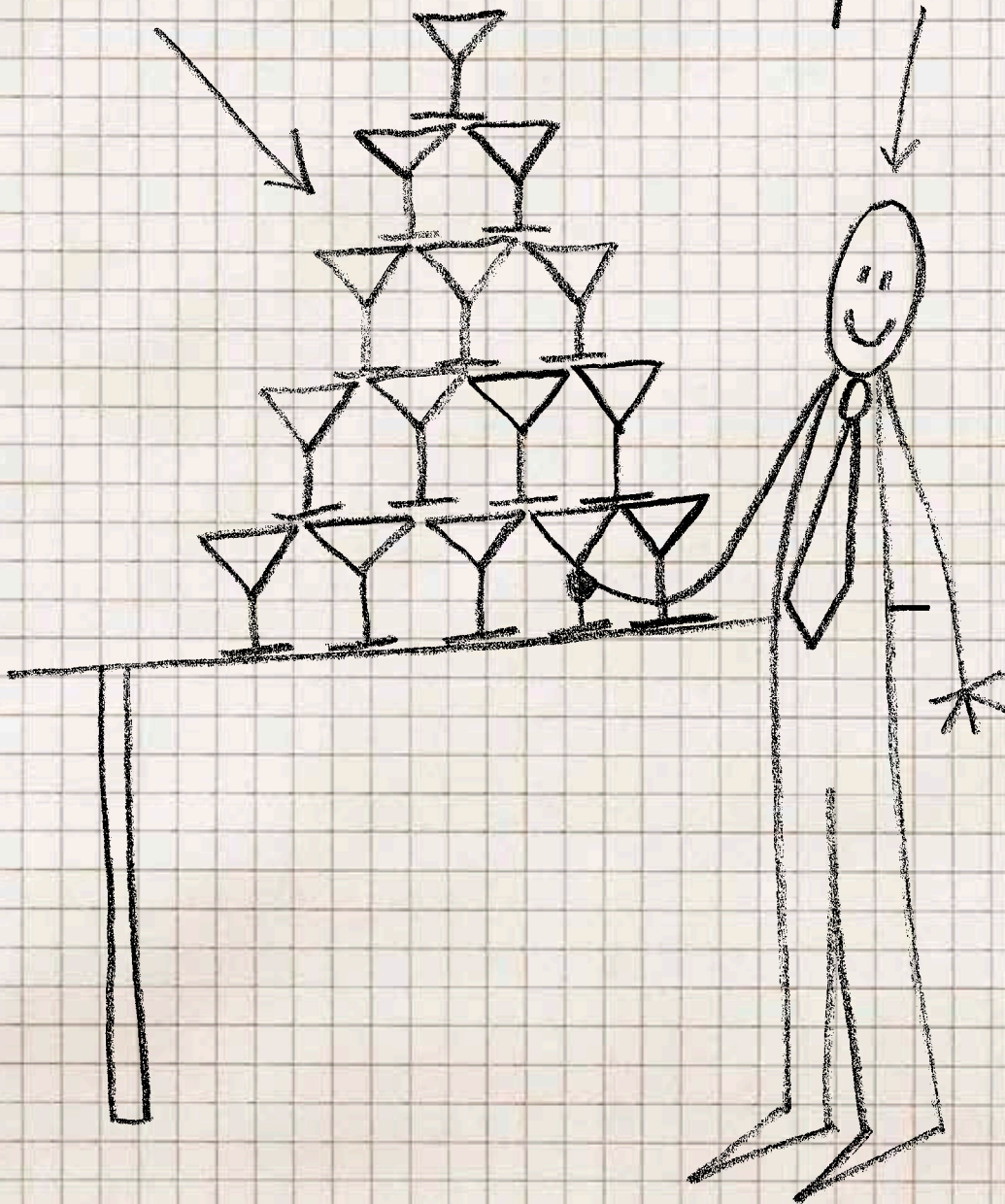
Barcelona  
October, 2013

**10. COCA-COLA**

Munich  
October, 2013

Petites bulles

Un peu nul



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Téléphone 021 925 28 28, Téléfax 021 925 28 29



**11. MAN TRUCKS**  
Munich  
October, 2013

**12. UNITED NATIONS**  
Geneva  
November, 2013

**13. LA FARGA**  
Barcelona  
October, 2013

**14. ENRIQUE TOMÁS**  
Barcelona  
November, 2013

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There is one EU connection in almost every country in the world. Each issue, ON profiles one of these spectacular and cosmopolitan cities.

# ON the MAP



# BARCELONA

## BUILDING A MODERN CITY

*The successful story of today's vanguard and economically-thriving Barcelona is, in part, due to The Barcelona Model. This two-tiered paradigm promotes metropolitan improvement by utilizing both rapid urban growth and star events, like the 1992 Olympic Games, as leverage for urban planning, renewal and regeneration. The city's forward-thinking attitude and trend-setting status are just a couple of the reasons why EU has had a campus in Barcelona since 1989.*



**B**arcelona's compactness, its expansion from the late 19<sup>th</sup> century onward and its distinctive characteristics, make it a great study of urban planning, identity and culture. Today, it is known for its unique cultural personality, creativity and ideals; it has deep-set traditions and progressive social politics. The city has not always been progressive and modern; in fact, Barcelona's path to setting trends started with following one.

The Catalan capital arrived almost twenty years late to the Industrial Revolution. Until 1778, Spain had handled all of its trade with the Americas exclusively through its port in Seville. As soon as this monopoly was over, trade routes with other parts of the peninsula, particularly Barcelona, started to expand. As had happened in U.K. cities such as Manchester and Liverpool years earlier, the availability and use of river transport propelled the local textile industries, causing them to expand quickly, and leading to the construction of many factories along both the Besòs and Llobregat rivers.

During the next fifty years, the rapid growth of the ceramics, glass, brick, paper, leather, chemical products and car parts industries, among others, put a lot of pressure on land development. Consequently, housing needs shot up exponentially. By 1854, local governments had no choice but to demolish the original wall which had marked the city limits for centuries. This allowed developers to count on land that, up to this point, had been kept solely for agricultural and military purposes.

Wanting to catch up with other booming European metropolises of the time like Vienna and Paris, Barcelona's city council turned the urban development planning into a competition. The bid was initially won by municipal architect Antoni Rovira i Trias. His plan included a series of trapezium sectors that branched out around the historic center, with 12-meter parallel streets connected by radial avenues. The concept furthered existing segregation, keeping the high and working classes "in their places."





### **COLORING OUTSIDE THE LINES**

Confidentially commissioned by the Madrid government to design a plan to expand Barcelona, civil engineer, Ildefonso Cerdà took a very different approach. He began by putting together the area's first topological map and conducting quality of life surveys and health studies. These showed that rich individuals enjoyed an average of 21 meters of living space while laborers had only eight. This reality check greatly influenced the plan that would later cement Barcelona as modern and forward thinking.

Cerdà's plan democratically divided the area into a simple, modular grid now known as l'Eixample. Ahead of its time, the design set strong precedents for today's urban planning, which takes into account factors like communication, density, housing conditions, social grouping and public services. His plan also considered hours of sunlight, meridian positioning and ventilation. Building height could not supersede street width, to allow for the maximum use of sunlight, and every couple of blocks had a green space so that children didn't have to cross streets to enjoy a park.

The grid allowed irregularities and incorporated previously-existing features of the city. Avinguda Diagonal was designed to cut diagonally through the blocks, contradictory to the uniformity of the plan, for ease of transport from one corner of the grid to the other. Passeig de Gràcia predated Cerdà's plan. This grand boulevard, that was the main connection between the original city of Barcelona and the then-independent Vila de Gràcia, was kept at its original width and thus is wider than the grid streets. The grid design was so complete that it allowed for inexhaustible variations; this flexibility is one of the triumphs behind Barcelona's incredibly rich urban planning pattern.

Cerdà's proposal was too egalitarian for some. Loud protests came from the bourgeoisie, who wanted Antoni Rovira i Trias's original, classist plan with buildings of a higher density. However, once enforced by a royal decree from the Madrid Government, Cerdà's plan was adopted and put into effect in 1863, upon certain conditions; for example, that he would increase the density of the buildable area to gain more capital for the city developers.

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**Over one million people visit Barcelona every week.**

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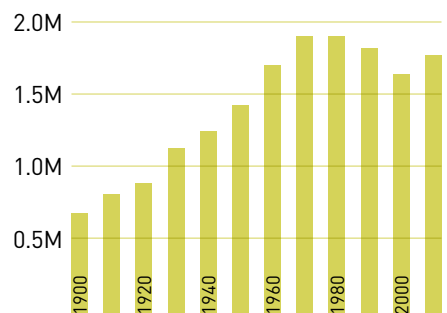
**Barcelona is the fourth-best European city in which to locate a business (Cushman & Wakefield), after London, Paris and Frankfurt.**

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**Barcelona is home to Spain's most-walked street. Approximately 3,500 pedestrians walk down Portal de l'Àngel every hour.**

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### **BARCELONA'S POPULATION, 1900-PRESENT DAY**



Although the plan that came to fruition was not entirely faithful to Ildefonso Cerdà's philosophy and initial concepts, the beautiful and renowned Eixample that we know today still carries the spirit of his ingenuity.

### **TWO STEPS FORWARD...**

During the 1920s, while l'Eixample was still being developed, the population of Barcelona grew 62%, making it the fastest-growing city in Europe. The rapid growth led to a severe housing shortage and thus a 150% rent increase. By the following decade, Catalonia contained 70% of Spain's manufacturing capacity and 1.5 million people lived in its capital. In early 1936, Barcelona was building stadiums and developing the city to host the People's Olympiad (in protest to the 1936 Summer Olympics that was being held in Berlin during the Nazi rule). However, the outbreak of the Spanish Civil War automatically canceled the event and brought all urban initiatives to a halt.



Image of Catalan people manifesting in protest during the Spanish Civil War

The Republican city and its people resisted Nationalist takeover for almost three years during the Spanish Civil War, but they finally fell in January, 1939. Despite the Civil War devastation that brought poverty to the whole peninsula, Catalonia continued to be relatively industrialized and prosperous. As a result, thousands of people from poorer Spanish regions like Andalucía, Murcia and Galicia migrated to Barcelona, already the second-most populated city in the country. This abrupt shift forcefully brought on rapid urbanization, including projects like the development of the metro network, the tarmacking of the city streets, the installation of traffic lights and the construction of the first *rotondas* (ring roads). The provision of running water, electricity and street lighting also had to be vastly improved.

This mass migration also inadvertently furthered the decline of the Catalan culture and language in Barcelona, particularly as it coincided with the strict regional restrictions imposed by Franco's dictatorship, a regime which lasted until his death in 1975. The early post-Franco years opened Spain to democratization, and Barcelona was particularly ready for change. After their decades-long punishment, over a million Catalans took to the streets calling for autonomy; it

was granted less than a month later and the capital was put in the hands of its people.

In the late 20<sup>th</sup> century, further development of Barcelona was promoted by two events: Spain's 1986 accession to the European Community and its designation as the home of the 1992 Summer Olympics. The urban regeneration process that led up to the Olympics was very swift and greatly increased the city's international reputation as a tourist destination. This was in part due to The Barcelona Model.

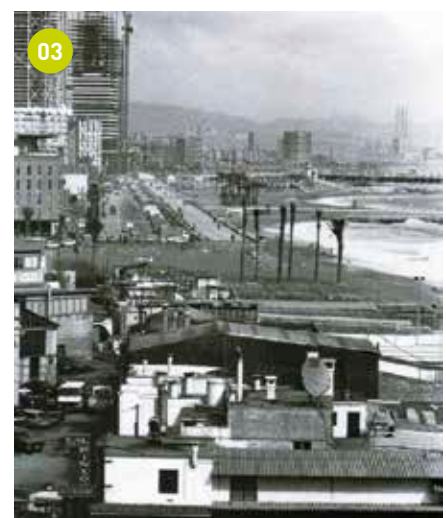
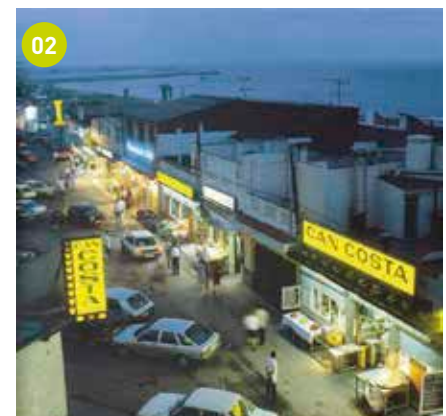
Although the '92 Olympics cost the city €7.4 billion, the lead-up to the event transformed the Mediterranean city's neglected port into a revitalized waterfront and attracted millions of visitors. In addition to the Olympic-related venues, additional ring roads around the city eased traffic; the restoration of historic buildings broadened architectural appeal; an airport update attracted airline companies (today Barcelona is the largest port for low-cost air carriers in Europe); and new buildings by world-famous modern architects prepared the city for its position as a 21<sup>st</sup>-century groundbreaker.

The Barcelona Model's progress bases itself on population growth spurts and large, international events; as such, in the decade that followed the 1992 Olympics, the city of Barcelona continued to steadily develop.

**01. 1987: Aerial view of the Barceloneta beachfront. Urban expansion started after the Catalan capital was chosen to host the '92 Olympics.** *Arxiu Fotogràfic de Barcelona.*

**02. 1990: Nighttime picture of the last of the vernacular beachfront bars in the area. Most of them were demolished to make way for the new Port Olímpic.** *Photo by: Anna Boyé*

**03. 1991: Final stages of the pre-Olympic Barcelona coastline development. In the background you can see the Mapfre Tower and Hotel Arts, both under construction.**





Cerdà's Eixample grid with its irregularities like Avinguda Diagonal and Passeig de Gràcia

## BARCELONA BRANDS

These 10 brands are related to Barcelona, test your knowledge and see if you can get a perfect score.

01. What architectural movement did Gaudí lead?  
-
02. Which team won the most gold medals in the '92 Olympics?  
-
03. What year was FC Barcelona founded?  
-
04. What is the other beer brand headquartered in Barcelona?  
-
05. What mixed pair designed the Barcelona chair?  
-
06. What was the original name of the Sónar festival?  
-
07. How many people attended the 2013 Mobile World Congress?  
-
08. Where was the Desigual company founded?  
-
09. How many FIFA Ballon d'Or awards has Messi won?  
-
10. What is the sequel to *The Shadow of the Wind*?



01



04



07



08



02



05



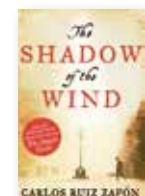
09



03



06



10

ANSWERS 01. MODERNISME CATALÀ; 02. UNIFIED TEAM; 03. 1899; 04. MORITZ; 05. LUDWIG MIES VAN DER ROHE AND LILLY REICH; 06. FESTIVAL OF ADVANCED MUSIC AND MULTIMEDIA ART; 07. 72,000; 08. IBIZA, SPAIN; 09. FOUR; 10. THE ANGEL'S GAME



#### A FORUM FOR CHANGE

The next big event in Barcelona took place in 2004, when over five million visitors converged on the city for a different kind of Olympics: the Forum of Cultures, a five-month cultural and intellectual forum that focused on solving the world's problems. The event allowed Barcelona to regain some of its 1992 limelight, and of course, per The Barcelona Model, some overdue urban renewal.

The area chosen to host the Forum of Cultures had initially been chosen because it was an area considered "lacking" in comparison to the rest of the city. In preparation for and following the Forum, this area became the sole focus of The Barcelona Model-based initiatives. One such project, the 115-block district now known as the 22@ Barcelona (22@) neighborhood, shifted the city's development focus away from tourism and firmly onto the new technology industry.

The ongoing 22@ project aims to fully integrate Barcelona into the new technological revolution of the knowledge economy by applying a new town planning model that is based on the information culture. The council estimates that the project will cost €12,000 million over a period of 15-20 years. As a project of economic, technological and cultural revitalization, this investment will ideally make Barcelona one of the most dynamic and innovative cities in the world. The summer of 2014 will see sever-

al companies from Tech City in London, Hafencity in Hamburg and Arabianranta in Helsinki opening offices in the 22@ neighborhood, leading to an even greater level of internationalization.



### The '92 Olympics transformed the neglected port and attracted millions of visitors.

The first aspect of The Barcelona Model was exceptionally successful in renewing and redeveloping the city's nucleus through qualitative urban planning and design. The second, equally-successful component of The Barcelona Model, the strategic planning associated initially with big, international events, has been subsequently and energetically maintained. The results of the Model-related initiatives are partly responsible for Barcelona's superior position in international rankings and make it a reference for other cities, especially those in Spain and Latin America. In the post-Olympic phase, which includes the Forum and 22@ projects, certain initiatives to market and brand the city have been greatly accelerated.

Today, Barcelona is one of Europe's principal cities, standing at the center of an extensive metropolitan region made up of more than 217 towns and home to 4.6 million inhabitants. It is the economic, cultural and administrative capital of Catalonia and a leader of a business area emerging from the south of Europe, which is made up of more than 800,000 companies and 17 million inhabitants.

Barcelona has, over time, become one of the main economic hubs of Europe and a driver of the Spanish economy. It is a standard of urban planning and renewal and its public spaces and architecture are recognized worldwide. Barcelona is currently focusing on new strategic, competitive and international sectors. We can't wait to see what big event the city invites the world to next. **ON**



## MODERNIZING THE MODERN

Barcelona's architecture is comprised of an ever-increasing experimental collection of buildings, which make up an intriguing case study and serve as a focus for reference for the continuing discussion on modernity and identity. Taking the baton from greats such as Antoni Gaudí i Cornet and Lluís Domènech i Montaner, the architects shaping the future of Barcelona are modernizing the modern.

01.

### GAS NATURAL BUILDING

**Enric Miralles, Benedetta Tagliabue, 2006**

The 86-meter high skyscraper is a striking, glass-shrouded union of three buildings and home to the company's main headquarters.

02.

### DIAGONAL ZERO ZERO

**Enric Massip-Bosch, 2011**

Housing the Catalan Telefónica headquarters, the 25-storey concrete and steel tower is a striking stroke of modernity that rises 110 meters at the origin of Avinguda Diagonal.

03.

### TORRE AGBAR

**Jean Nouvel, b720 Arquitectos, 2005**

The Torre Agbar, the third-tallest building in Barcelona, is an icon of the city. Over 4,500 windows and 4,500 LED lights are the illumination.

04.

### MEDIA-TIC

**Enric Ruiz Geli, 2007**

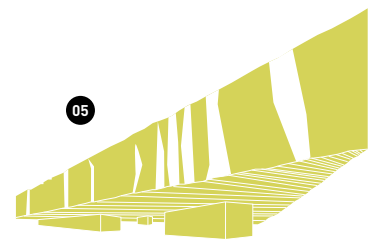
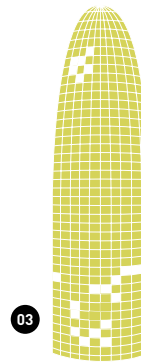
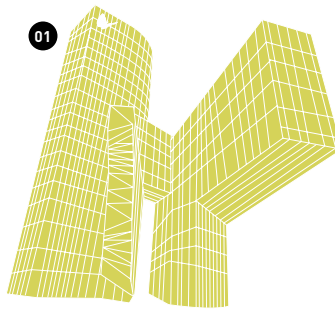
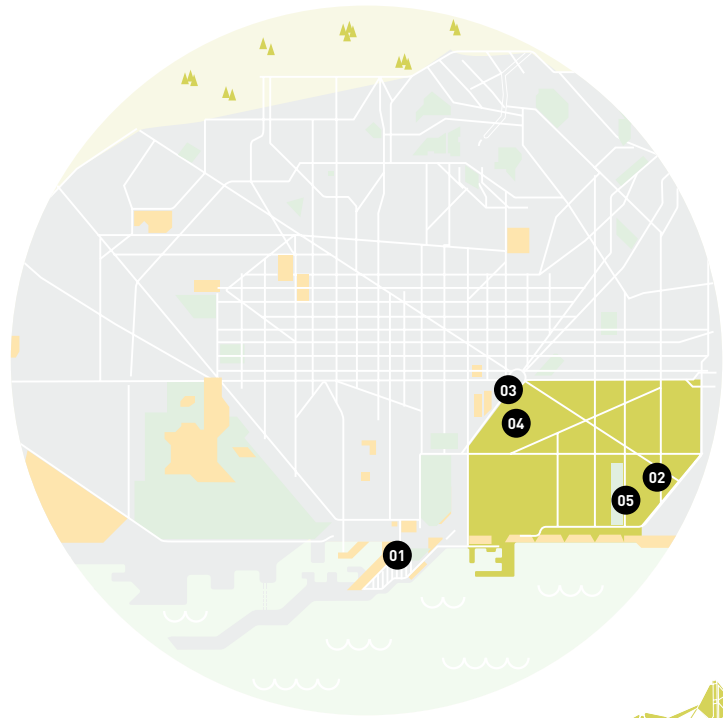
A recent addition to the 22@ district, Media-TIC is a 14,000m<sup>2</sup> example of sustainable architecture dedicated to technology, information and communication.

05.

### FORUM BUILDING

**Jacques Herzog & Pierre de Meuron, 2004**

The sleek blue oddly-shaped building was a symbol of the 2004 event, complete with 3,200-person auditorium and exhibition hall spanning nearly 5,000m<sup>2</sup>.



## Escaping Modernity

After discovering the mixture of modernism and modernity that Barcelona has to offer, a touch of the traditional is in order. The Sant Pere del Bosc Hotel in the province of Girona is a boutique hotel immersed in old-world style. With its beautiful surroundings, restaurant and spa, the hotel ensures guests will emerge refreshed and revitalized.



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# SQUARING OFF IN THE BUSINESS WORLD

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**SHERYL**  
"LEAN IN"

**SANDBERG**

**VS**

TYRANTS TAKE  
ON TECH



**MARISSA**  
"MERCILESS"

**MAYER**

---

THE CLASH OF THE CONFECTIONERS

INDRA  
"CRYSTAL CLEAR"  
**NOOYI** VS IRENE  
"COOL AS A WHIP"  
**ROSENFELD**

WATCH TWO COUNTRIES COLLIDE

Angela  
**MERKEL** VS Cristina Fernández de  
**KIRCHNER**  
"THE DEMOCRATIC DECIDER" "THE DEVIL IN DISGUISE"

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## LET'S GET READY TO RUMBLE!

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TUNE IN FOR A T.V. TUSSLE

**OPRAH** VS **LAN YANG**  
"THE REAL DEAL" "THE OPRAH OF THE EAST"

BATTLING FOR BEAUTY

ESTÉE  
"LOTS OF LIPSTICK"  
**LAUDER** VS MARY KAY  
"HOLD MY PURSE"  
**ASH**

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# WHO WILL GO THE DISTANCE?

# THE HEAVY WEIGHTS



*Things have come a long way since the days of voting acts, equality laws and the assumption that superiors were male and secretaries female. Today, women lead the way in numerous business spheres, breaking glass ceilings, reaching the top and showing ambitious women worldwide that it can be done.*

*When someone reaches the top, they are scrutinized, criticized, praised and ultimately held up against their contemporaries. Being compared means that they've arrived, that they're important and that they've made it. We've seen Jobs vs Gates and Nike vs Adidas, The Rolling Stones vs The Beatles and Maradona vs Pelé; all great in their own right. ON decided to roll with the punches and pit pairs of prominent, successful businesswomen against each other, head to head. Cue the battle of the heavyweights.*



BY ELEANOR MONTGOMERY

# facebook

## THE REIGNING QUEENS

BOTH LEFT GOOGLE

AGE 44

MARITAL STATUS MARRIED

CHILDREN 2

2012 SALARY \$26,216,173

UNIVERSITY HARVARD

RELIGION JEWISH



# SHERYL SANDBERG

#### POSITION

COO of Facebook

#### RANKING

#5 on *Fortune's* list of most powerful women 2013

#### FAMILY BUSINESS

The daughter and sister of doctors

#### CV

Worked for the U.S. government and at Google

#### MATERNITY LEAVE

Took three months, worked throughout and called it "hell"

#### ON FAMILY

Leaves the office at 17:30 to be at home with her two children

#### WHAT SHE HAS DONE FOR WOMEN

Wrote third-wave feminist manifesto: *Lean In*

#### WHAT SHE HAS DONE FOR HER COMPANY

She made Facebook into a profitable business

#### HATED FOR

Trying to hire an unpaid intern a week after making \$100M

#### ON FEMINISM

"We've got to get women to sit at the table."

#### PRIORITIES

"Facebook has been and remains my number one priority."

#### FASHION

Famously doesn't discuss it

#### ON WORK/LIFE BALANCE

"There is no such thing as work/life balance. There's work, and there's life, and there's no balance."

#### ON WHY THERE AREN'T MORE WOMEN IN TECH

"Stereotype threat – the phenomenon that if people are aware of a stereotype they are more likely to act in accordance with it – is a real issue for girls in science, math and technology."



# OF SILICON VALLEY

BOTH HAVE DOUBLE INITIALS

# YAHOO!

# S



AGE 38

MARITAL STATUS MARRIED

CHILDREN 1

2012 SALARY \$36,615,404

UNIVERSITY STANFORD

RELIGION LUTHERAN

## MARISSA MAYER

### POSITION

President and CEO of Yahoo

### RANKING

#8 on *Fortune's* list of most powerful women 2013

### FAMILY BUSINESS

An engineer's daughter who followed suit

### CV

Was the first female engineer at Google

### MATERNITY LEAVE

Took two weeks

### ON FAMILY

Built a nursery next to her corner office

### WHAT SHE HAS DONE FOR WOMEN

"I'm not a woman at Google, I'm a geek at Google"

### WHAT SHE HAS DONE FOR HER COMPANY

So far, she has lifted the Yahoo stock price by 45%

### HATED FOR

Cutting out telecommuting from Yahoo's company policy

### ON FEMINISM

Considers "feminism" a "negative word."

### PRIORITIES

"For me, it's God, family and Yahoo - in that order."

### FASHION

Known for wearing Carolina Herrera and Oscar de la Renta

### ON WORK/LIFE BALANCE

"I don't believe in balance, not in the classic way."

### ON WHY THERE AREN'T MORE WOMEN IN TECH

"I actually think it's the wrong question. It's a question that hangs us up and causes the progress to be slower. The truth is we're not producing enough computer scientists, period."

RANKINGS **#10** On *Forbes'* 100 most powerful women list 2013


RANKINGS **#20** On *Forbes'* 100 most powerful women list 2013


CHAIRWOMAN SINCE **2007**

CHAIRWOMAN SINCE **2007**

2012 SALARY **\$12,577,115**

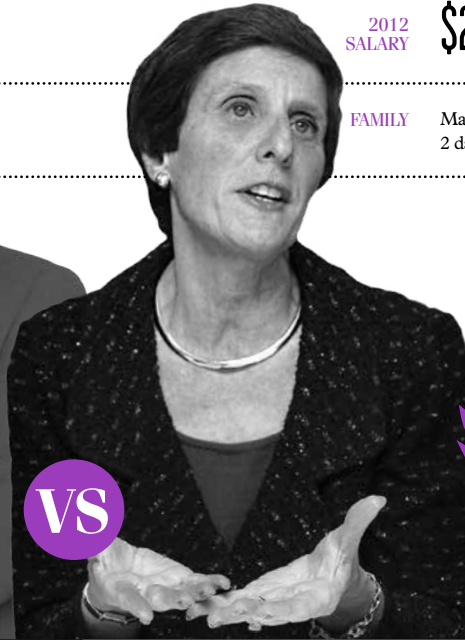
2012 SALARY **\$22,034,929**

FAMILY Married, 2 daughters 

FAMILY Married, 2 daughters 



VS



*Take a ringside seat for the world's biggest food fight*

INDRA  
**NOOYI**

58 years old. Hailing from Chennai, Tamil Nadu, India.

IRENE  
**ROSENFELD**

60 years old. Hailing from Westbury, New York, U.S.A.

**THEIR COMPANIES**

PepsiCo employs approximately 278,000 people

Mondelez employs approximately 100,000 people

**COMPANY SUBSIDIARIES**

85+    

35+     

**SCANDALS DURING THEIR REIGN**

PepsiCo collaborated with biotech companies that use technology originally derived from human fetuses to develop new food products

A former Kraft executive was sentenced to 27 months for accepting bribes from tomato growers

**ON WOMEN**

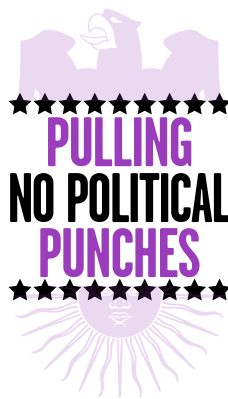
Women need to work together to help each other succeed in the workplace

Women need to actively work to distinguish themselves from others by thriving and accepting new challenges

**ON LEADERSHIP**

“Leadership is hard to define and good leadership even harder. But if you can get people to follow you to the ends of the earth, you are a great leader.”

“The most important role of a leader is to set a clear direction, be transparent about how to get there and to stay the course.”



## ANGELA MERKEL

59 years old. Married. No children. Chancellor of Germany since 2005.



## CRISTINA KIRCHNER

60 years old. Widowed. 2 children. President of Argentina since 2007.

First female Chancellor of Germany

FIRSTS

First elected female president of Argentina

#1 on *Forbes*' list of 100 most powerful women 2013

RANKINGS

#26 on *Forbes*' list of 100 most powerful women 2013

Re-election: CDU won 41.7% of the vote, 8% more than the last election, meaning Merkel for four more years

POPULARITY

Thousands have marched against rising prices, government restrictions on the purchase of U.S. dollars and high crime levels during Kirchner's reign

Over 430k

FACEBOOK LIKES

Over 1M

Merkel's German flag-colored necklace got a dedicated satirical Twitter account with 8,000+ followers

FAKE TWEETS

Kirchner's aides created 400+ Twitter accounts run by bots that posted hundreds of messages in favor of her decisions

Germans call her "Mutti" (mother) with admiration

PUBLIC OPINION

Called "Queen Cristina," for treating her first campaign like a coronation

MEMBERSHIPS

Both are members of the Council of Women World Leaders, a network of current and former female heads of state that encourages them to join forces on critical global issues affecting women

September 2013: 5.3% (lowest since reunification)

COUNTRY UNEMPLOYMENT

Early 2013: 7.1%

For the past three years, her catchphrase has been: "If the euro fails, then Europe will fail."

ON THE MONEY

"As long as I'm president, those who want to make money through devaluations, which other people have to pay for, will have to keep waiting for another government."

"I am not here for women only, but also for women."

ON WOMEN

"[Women] always have to pass a twofold test: first to prove that, though women, we are no idiots, and second, the test anybody has to pass."

Always dresses in the same combination of buttoned-up colored blazers and trousers

STYLE

Famously passionate about clothes, bright colors, bold prints, make-up and Louboutin heels

"You could certainly say that I've never underestimated myself. There's nothing wrong with being ambitious."

ON AMBITION

"Everything I have is a result of my own achievements, and my own defects too."



<p>Owner/Founder of Harpo Productions which runs: <i>The Oprah Winfrey Show</i>, Oprah.com, Dr. Phil and <i>O</i> magazine among many others</p>	<p>✦ POSITION ✦</p>	<p>Co-owner of Sun Media Group and Chair of Sun Media Investment Holdings</p>
<p>Oprah (enough said)</p>	<p>✦ NICKNAME ✦</p>	<p>Called “China’s Oprah”</p>
<p><i>Forbes</i> World’s 100 Most Powerful Women 2013: #13</p>	<p>✦ RANKINGS ✦</p>	<p><i>Forbes</i> World’s 100 Most Powerful Women 2013: #100</p>
<p>1986, first national broadcast of <i>The Oprah Winfrey Show</i></p>	<p>✦ FAMOUS SINCE ✦</p>	<p>1990, as a TV presenter on the <i>Zheng Da Variety Show</i></p>
<p>Oprah had the highest-rated talk show in U.S. television history which ran from 1986–2011</p>	<p>✦ TV PROGRAMMES ✦</p>	<p>Yang hosts two popular TV programs: the interview-style <i>Yang Lan One on One</i> and <i>Her Village</i>, aimed at empowering urban women</p>
<p>Oprah was so poor that she often wore dresses made of potato sacks</p>	<p>✦ CHILDHOOD ✦</p>	<p>Yang grew up without a TV</p>
<p>America’s only African-American billionaire</p>	<p>✦ ACCOMPLISHMENTS ✦</p>	<p>The most powerful woman in the Chinese media</p>
<p>Established the Oprah Winfrey Leadership Academy for Girls</p>	<p>✦ PHILANTHROPY ✦</p>	<p>Created the Sun Culture Foundation in Hong Kong to promote education and build “a culture of philanthropy” in China</p>
<p>18 million followers on Twitter</p>	<p>✦ FOLLOWING ✦</p>	<p>33 million followers on Weibo</p>
<p>“I remember watching my grandmother hang the clothes on the line, and her saying: ‘you are going to have to learn to do this,’ and me knowing that my life would not be the same as my grandmother’s life.”</p>	<p>✦ ON WOMEN ✦</p>	<p>When a national network was looking for a sweet college girl to play a supporting role to a male host, Yang asked: “Why do women have to be a supporting role on television? Why don’t you think women can have their own independent ideas?”</p>
<p>“It’s much easier for me to make major life, multimillion-dollar decisions, than it is to decide on a carpet for my front porch. That’s the truth.”</p>	<p>✦ ON MAKING DECISIONS ✦</p>	<p>“My CFO was amazed at the fact that I cared so little about how much money we were making but that I would be totally taken away by the idea of perfection in the production.”</p>



ESTÉE  
 |1918| **LAUDER** |2001|  
 Co-founder of Estée Lauder Companies

VS

MARY KAY  
**ASH** |1906| |2004|  
 Founder of Mary Kay Cosmetics, Inc.



*Two blonde, ballsy businesswomen go head to head in the battle for beauty bestseller*

<b>FOUNDED COMPANY</b>	In 1946 at age 40	In 1963 at age 45
<b>BIRTH NAME</b>	Josephine Esther Mentzer	Mary Kathlyn Wagner
<b>BIRTHPLACE</b>	Queens, New York, U.S.A.	Harris County, Texas, U.S.A.
<b>RECOGNITION</b>	Only woman on <i>Time</i> magazine's 1998 list of 20 most influential business geniuses of the 20 <sup>th</sup> century	Lifetime Television's most outstanding 20 <sup>th</sup> century businesswoman
<b>FAMILY</b>	Married, two children	Two husbands, three children
<b>BUSINESS MODEL</b>	Prestige products, limited distribution	Multilevel marketing
<b>COMPANY WORTH</b>	\$24.5 billion	\$3 billion
<b>A GOOD START</b>	Began with just four products, landed her first major order from Saks Fifth Avenue after dozens of women asked for them	Began with just 10 products, used \$5,000-life savings
<b>PIONEERS</b>	Established personalized beauty consultations and "gift with purchase" initiatives	"Retired" from sales at 45 then, upon making a SWOT analysis of her former companies, realized she had inadvertently written a business plan and put it into play
<b>BELIEFS</b>	All women are beautiful	Do unto others as you would have them do unto you
<b>ON GOALS</b>	"If you have a goal, if you want to be successful, if you really want to do it and become another Estée Lauder, you've got to work hard, you've got to stick to it and you've got to believe in what you're doing."	"We must have a theme, a goal, a purpose in our lives. If you don't know where you're aiming, you don't have a goal. My goal is to live my life in such a way that when I die, someone can say, she cared."
<b>ON LIMITS</b>	"I believe that potential is unlimited – success depends on daring to act on dreams."	"Don't limit yourself... what you believe, remember, you can achieve."

# Getting Their Kicks

**M**arketing, accounting and sales have become a vital part of every modern sports club. This change has expanded staff needs and opened the door for women to have more important roles in the business behind sport; a field historically reserved for retired, male athletes.

Toward the end of the 19<sup>th</sup> century, women started the fight for equality in earnest throughout various western countries. Around the same time, they also started participating in many different sports. During World War II, women in the U.S.A. had to take over from the male baseball players who had been sent to war, and thus kept “America’s favorite pastime” alive. However, these were exceptions, as professional female athletes were few.

Today, female competitors feature in forums like the Olympic Games, as well as continental and world championships. Millions of female athletes join youth sports clubs every year, and just like with male sports, only a small percentage of them manages to reach the highest levels. Although the overall public interest for male sports is much higher, female figures like tennis player Maria Sharapova and alpine ski racer Lindsey Vonn have proved that they too can attract sponsorship deals worth millions of euros per year.

Few people are aware of the actual number of women behind the curtains of many sports contributing to and improving the clubs’ brands. Many of these women take part in the annual Women Sports Business Symposium run by the University of Oregon. Executives, marketing directors, sales directors and communications specialists have gathered here for the past 17 years to discuss the role of women in the sports business.

## BEST FOOT FORWARD

With 3.5 billion fans, football is the most popular sport in the world. The most famous examples of women in the business of sport come from the English Premier League, whose annual revenue exceeds two billion pounds. Among the league’s fans, there is a general perception that football must be run by football people; in other words, that the best managers are former professional players. Many fans believe that the involvement of women in club decision making can only lead to bad results. However, sponsors generally admire and are attracted to diversity; a fact which female managers have profited from.

One of the most notable members of the growing group of women in sport is the CEO of Sunderland Football Club, Margaret Byrne. She is a council member of the Football Association Council, the governing body of English foot-

ball, and also sits on the English Premier League Advisory Board. Margaret Byrne joined Sunderland AFC as club secretary and in-house lawyer in 2007. Two years

Today, female competitors feature in forums like the Olympic Games, as well as continental and world championships.

later, she was promoted to Legal Director; a promotion that put her in charge of club transfers, and in 2011, was appointed Chief Executive Officer.

Karren Brady is another example of a highly-successful woman in the English Premier League. In 1993, she became the Managing Director of Birmingham City Football Club at only 23. The appointment proved as successful as it was surprising. In her first three years, she took the club out of administration; by 1996, the club was making a trading profit, and in 1997, the club was worth £25 million (€29.5 million). During her reign, atten-

dance at St. Andrew's stadium rose from 6,000 to 30,000. Gradually, Birmingham City became a profit-making club, something rare for the English first tier. In January 2010, Brady became Vice-Chairman of West Ham FC, stating her ambitious plans to attract more money into the London club, repay their debts and generate revenue.

These two women represent just a small part of the influence of women at the highest levels of international sports. Female lawyers, managers and consul-



**Few people are aware of the actual number of women, besides the athletes themselves, involved behind the curtains of many sports**

tants work for all branches of sports-governing bodies across the world. Development and progress in what used to be an exclusively male world means that the work of women is now highly appreciated, like in other areas of business, and their authority further respected.

ON

## From the Slopes to Sochi

*Ekaterina Artsybyshyeva is earning her MBA in Sports Management at the EU Munich campus. A former professional downhill skier for over a decade, she is excited about what combining her sport experience and business education will bring. She opened up to ON about her experience at EU and her expectations for the future.*



I don't have many memories of my first adventure on skis – I was only three. All I remember is: it felt amazing, something I wanted to do for the rest of my life. I skied so often that it almost felt like walking. I still ski about 2,000 kilometers per season.

For graduate school, I decided to focus solely on my studies. Learning the management side of the sports industry was a great addition to my practical knowledge. But you know what made me laugh? The similarity between skiing and business. The way to the top is hard and requires the help of many

people. You can go down very quickly from the top, and, if you are not trained, you get hurt on the way down.

The management courses were very broad, and I am now fluent in more industries, not just skiing and sport.

A while into my program, I got incredible news: I would be part of the organization for the Winter Olympics in my home country, Russia. I will be in charge of hospitality and protocol, taking care of delegations and state guests. I am really looking forward to it!



## Sport's Richest Women

- 1 Maria Sharapova \$27.1M
- 2 Li Na \$18.4M
- 3 Serena Williams \$16.3M
- 4 Caroline Wozniacki \$13.7M
- 5 Danica Patrick \$13M
- 6 Victoria Azarenka \$9.7M
- 7 Kim Yuna \$9M
- 8 Ana Ivanovic \$7.2M
- 9 Agnieszka Radwanska \$6.9M
- 10 Yani Tseng \$6.1M

# EU's Sports Management Program: A Game Changer

**A**t European University, we value sports as a universal laboratory for leadership and culture development; and we are deeply engaged in cultivating the next generation of global leaders. From a scholarly perspective, we believe the importance of managerial expertise is now largely acknowledged, although a “real passion” for sport is still necessary to understand how sports organizations work. This is what makes our Sports Management BA and MBA programs such relevant foundations for future sport managers. The course curricula broadly educate sports managers about the industry while providing specific training in finance, sports management, law and sponsorship, sports marketing and events crafting. This combination of broad-based and specific skill training is a hallmark of the program and is evident in both the content and sequencing of courses.

Our programs are led by a professionally-diverse faculty devoted exclusively to sport management, creating a veritable sports think-tank that includes experts in law, marketing, finance, sociology, economics and collegiate sports. Such expertise exposes students to the broadest possible range of views on issues relevant to the sport industry. EU's Sports Management students include active athletes, former athletes, sports managers and those who want to make sport their profession. Many of them are women.

Regrettably, the sports industry is still more an old-boy's network than a meritocracy. A key cultural myth concerning sports is that everybody gets a “fair go” regardless of race, gender or social class; but let's look back at history. The first modern Olympic Games in 1896 were not open to women. The International Olympic Committee (IOC) only started to work on women's involvement at the leadership lev-

el in sport in 1981. It was former President, Juan Antonio Samaranch, who wanted to have women co-opted as IOC members. Today, 21 of the 101 members are women. The Olympic Charter was amended in 2007 to encourage and support: “the promotion of women in sport at all levels and in all structures, with a view to implementing the principle of equality of men and women.”

The gap is starting to be filled for the first time. The increasing presence of women in sports management is starting to be truly supported. In 2010, Deputy Executive Director of United Nations Women, Lakshmi Puri, said: “The potential for sport to contribute to the social, economic and political empowerment of women and girls is clear and has been recognized by governments, the United Nations system, civil society, the sports movement and others.”

We, women, are breaking down barriers in many fields, and sports are no exception.



# ON PEOPLE



## **ANNETTE ROECKL: IF THE GLOVE FITS...**

*CEO of glove and accessories company, Roeckl Ltd., and 2013 EU Leadership Award recipient, Annette Roeckl, talks about doing it all,*

*overcoming unexpected challenges, steering a 170-year old corporation into the future and creating products with “soul.” Article on page 68.*

# DESIGN, DIPLOMAS & DREAMS

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*Rochelle Peetoom graduated valedictorian from EU last June, also taking away the awards for Best Bachelor's Student and Best Undergraduate Thesis at the Barcelona Commencement Ceremony. She is following up her internship at L'Oréal last year and her EU degree by studying for a fashion foundation diploma at London's brand new Condé Nast College. She talks to Eleanor Montgomery about the world of fashion, her jewelry business and where she finds her inspiration.*

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## **Tell us about what you're studying at Condé Nast College.**

Last year, the U.K. branch of *Vogue* magazine launched its own, new fashion foundation diploma at the Condé Nast College. This course recruited 35 people who wish to one day work at *Vogue*. For an intense year, we are trained and mentored in all the fields involved in the magazine industry: from styling and trend scouting to writing and photography, as well as fields such as marketing and PR.

The College started with three professors from academia and the rest are all business professionals, like the Marketing Director of Burberry and the Chief Editor of *Vogue*. Each student has their own blog, promoted through the British *Vogue* website.



**How did you hear about the program, and what inspired you to apply?**

Reading *Vogue* one day, I stumbled on their college advertisement in the magazine itself. It was like I'd hit the jackpot! This course is exactly what I had been looking for.

I don't want to study fashion for two more years, especially because I don't want to become purely a fashion designer, a photographer or a fine artist; I want to be an all-rounder, and that is exactly what this *Vogue* Diploma offers – in just one year.

**You already design your own jewelry, so what made you decide to study design?**

I live and breathe design; I think I use it in absolutely everything I do. When I have parties I design the entire look and feel, when I cook I use plate decoration, and even for the densest finance cases, I try to design the presentation format to make the work appeal. I think it is just a natural step; the obvious choice to study more design-related things and hopefully, develop and grow.

**Who are your favorite designers?**

I love Valentino! But I can't afford it yet, so I opt for the younger brands like Sandro, Bimba & Lola and Maje.

**If you could meet any famous female figure from the world of fashion, who would it be? Why?**

(Rochelle laughs) I know the answer you are waiting for is Anna Wintour, but I would prefer to meet Beyoncé. She's not only an entertainer, but also a fashion phenomenon and a really strong, inspirational woman.

**Do you enjoy the creative or the business part of running your company?**

Obviously I enjoy the creative side more, but I have a strong finance and accounting side to me. I am very organized and entrepreneurial, so I think I get the best of both worlds.

**Have you turned a profit?**

As my business has only been running on the sidelines, we have made enough profit to reinvest and grow, which is what it is all about for me. As long as I can keep doing what I love, huge profits are not necessary.

**Do you plan to continue with your business while studying?**

I am not entirely sure what lies in the future, but I will try to keep the business running on the sidelines. Maybe I can combine it with the blog for *Vogue*.

**Where do you find inspiration for your designs?**

Inspiration comes when you least expect it, from all over. As long as you keep your eyes open and change scenery, your brain will process all those different colors and shapes into new designs. I am lucky to have always traveled a lot and been surrounded by many creative people.

**What do you think makes your designs stand out?**

The material I use is 925 Silver, so the quality is something customers really appreciate, the elasticity makes them easy to wear and they feature symbolic touches of genuine Balinese items.

**Paris Hilton has worn your jewelry; is it a goal of yours to position your designs with influential people?**

I don't like to position my designs with influential people, but I do hope they pick them out themselves; that's a great honor.

**Do you think influential people affect a businessperson's career?**

Influential people are a big part of marketing. When Paris Hilton wears my designs, they are exposed to a lot of new potential customers. She even mentioned my name and how much she loves my designs in an interview, which boosted the interest in my work tremendously.

ON



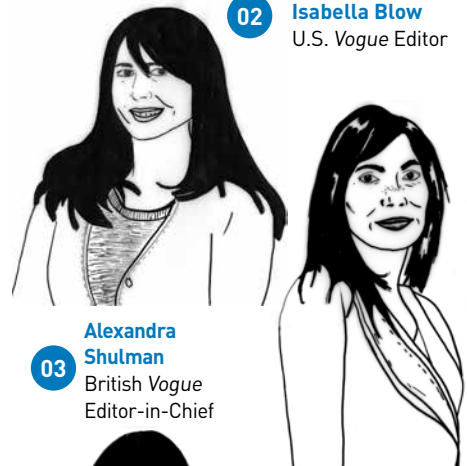
# WHO DID THESE JOBS?

Match the *Vogue* personality to their earlier employment.



01 **Anna Piaggi**  
Vogue Italia  
Columnist

02 **Isabella Blow**  
U.S. *Vogue* Editor



03 **Alexandra Shulman**  
British *Vogue*  
Editor-in-Chief

04 **Emmanuelle Alt**  
French *Vogue*  
Editor-in-Chief



05 **Anna Wintour**  
U.S. *Vogue* Editor-in-Chief

- A. Enrolled in the training program at Harrods at 16
- B. Worked as a translator for Italian publishing company
- C. Was a cleaner in London for two years
- D. Was fired from Arista Records
- E. Started as a beauty assistant for *Elle* Paris at 17

ANSWERS 01. B 02. C 03. D 04. E 05. A

# ONE STRONG CUP OF AMBITION

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*European University MBA graduate, Marianne von Anacker, talks about strong women and the world of work. She comments on rising in the ranks, striving for equal opportunity, strong examples and earning R.E.S.P.E.C.T.*

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In the 21<sup>st</sup> century, many women still tend to undervalue themselves in the workplace and are hesitant about obtaining power and climbing the career ladder. Marianne von Anacker is not one of them. She started her career (twice) at a time when women were considered second-class employees, and always grabbed opportunity with both hands. This, and her desire to always better herself, makes her a strong role model for male and female EU graduates alike.

“Women were actually the strong ones in my family. My Swiss grandmother sympathized with the suffragettes when she visited England in 1905. She supported women’s liberation and emancipation, which was remarkable for a woman of her generation.”

Education was important in her family; her brother earned a PhD in chemistry and her mother wanted to work, although it wasn’t common then. It wasn’t until von Anacker was 20 that her mother started her own career as an assistant to the legal director of the Swiss National Bank.

When von Anacker graduated in Zurich in the 1970s, young women generally started off as secretaries, while men with the same business degrees went straight to administrative jobs; with their own secretaries. She was a secretary when she joined the European Division of Dow Chemical in Switzerland, which proved to be a fruitful start to her career.

After working briefly as a secretary, “I had the choice between being executive secretary to the director of human resources or taking a staff assistant job. The staff assistant was in charge of the payroll and expat benefits for American employees. I knew that if I became executive secretary, it would pretty much be the end, the only step up would maybe be secretary to the president. So I chose the staff assistant position which would open more career opportunities. That was 1972 and I was 25. When I started, the salary administrator position became vacant and it was immediately filled by a man. He failed miserably. A year later, I was offered the position. I said yes, of course.”

In 1979, von Anacker was transferred from Switzerland to the Netherlands as Dow’s Compensation Manager Benelux. Being an attractive woman was not exactly an advantage in those days. During a salary survey trip with a subordinate to Esso in Rotterdam, the Esso manager automatically assumed that her male colleague was the boss. He was so shocked when he found out, he had to sit down. “Male employees could be very nasty in those days; they did not want women in higher positions. But I had great bosses who supported me, mentored me and wanted women to succeed.”

The combination of von Anacker’s knowledge and the fact that she came from headquarters got her initial acceptance. “In

the end they liked my management style because I involved them, I delegated a lot.”

Shortly after her career took off, she switched gears and started a company with her husband and a few friends in the oilfield sector in France. However, in the early 1980s, President Mitterrand cut public funding and the venture lasted under two years.

Upon returning to Switzerland in 1984, von Anacker was caught in a stalemate between men who didn't want women in management positions and the fact that she was overqualified for lower positions. She took a job and a 40% pay cut with Nestlé. “It was terrible. But I thought, okay, I'll start 40% lower and

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**“I had great bosses who supported me, mentored me and wanted women to succeed.”**

maybe I'll work my way up again.” Her boss liked her experience with the American corporate world, and said to her: “you know, if you had an MBA, I could sell you much better.”

European University was on hand with pragmatic education and a two-year, part-time MBA program. “It was very hard, I had to cut back on everything, but I never regretted it because after that the doors opened.”

One year in, she was headhunted by Baxter International to build their human resources as manager at a small Swiss plant. She was already bored in her job at Nestlé, and at that time American companies were promoting equal opportunities for women, so she jumped at the chance.

From a small Swiss plant, she slowly added territory in Europe in the diagnostics field, and “two years later, I became director of human resources, with a company car.” Then her career really took off: Baxter Diagnostics diversified and was sold to Mitt Romney's Bain Capital. Her company acquired other diagnostic companies; the sector was all about consolidation at that point.

All these changes meant a lot of work for Marianne. “I was responsible for hiring and firing, and the consolidation of pension funds in all the different countries. I traveled everywhere.” However, it wasn't all fun. “The cost cutting got really extreme, it was all about reducing costs and laying off people. The emotional part was huge... it left a mark.”

After the growth of the 1970s and 80s, the 90s' harsh consolidation practices led von Anacker to make a decision. “I decided to take early retirement. To be honest, it was also because of my husband who is older than me, and who wanted to change. But it fit me well because it was the right time to leave.”



01. Skiing in Switzerland 02. Graduating from European University 03. During her early career days



A HOME AWAY  
FROM HOME



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Retirement was not the end...“I worked as a consultant for the garment industry in Hong Kong for three years.” Marianne von Anacker now “fully enjoys” retirement. She and her husband have homes in California and in Switzerland. “We have time for each other, I enjoy cooking and having people over. We have a fabulous lifestyle.”

To be a good HR manager, von Anacker says: “you have to find the balance between management and employees.” She says you can neither neglect employees nor go against corporate interests. “I tried to be transparent and explain situations to employees. Of course, it is easy when the company is doing well. When you have to lay people off and you get in that mode, then no matter what you do, it’s negative. When negativity creeps into a company, it’s hard to control.”

More and more, studies show that what motivates people at work is not primarily the money and the career, but liking what they do and feeling valued for what they do. To von Anacker, that’s nothing new.

In the 1990s, she was already advocating for happy employees. “Motivation does not come from salaries and bonuses; it comes from within. If people are happy in the workplace, and usually that means nice colleagues or a nice working environment, then they are also more effective. Google does this perfectly. They give freedom to employees and that motivates people. How you treat your employees is very important. Good leaders communicate.

When I first started at Baxter, I talked to the employees and heard their sorrows. Many felt underpaid. Some were indeed underpaid, but sometimes, the problem is the employee. One team member infected her team with negativity, so we gave her notice. You have to have the courage to intervene and cut out bad elements; it’s like surgery.”

What would be her advice to young people starting their MBA at European University? First, realize the importance of it, “for me, it was a real door opener,” she says. Second, study finance. “The company I worked for later was so full of finance, it was the daily bread. I think financial skills are something everybody should master.”

She cautions young graduates not to expect everything to happen immediately. “My generation had to work hard to move up. Nowadays too many young people expect things to happen immediately. The degree is, of course, very important, but afterwards you still have a lot to learn. Apart from professional skills, social skills are most important; you have to get along with people.”

Her number one piece of advice is “get along with your boss. If you can’t get along with your boss, look for another job.” She has special advice for young female MBAs: “Earn the respect of the people you work with and who work for you. The weak men were always afraid of me, but I didn’t care about them. The strong men didn’t want to challenge me because I had earned their respect.” **ON**

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**“Motivation does not come from salaries and bonuses; it comes from within. If people are happy in the workplace, and usually that means nice colleagues or a nice working environment, then they are also more effective.”**





*International exposure opens doors. European University tries to impress this upon every one of its students. Numerous nationalities are represented on every campus and EU offers its students a plethora of international exchanges. EU alumna Emilija Ivanovik-Petrova took advantage of such opportunities. She's a true woman of the world and a perfect example of how international skills can open doors in the business world.*

**L**everaging a combination of her background, education, global exposure and wit, Ivanovik-Petrova has traveled the world, been instrumental in important international transactions and started her own trading company. She has always been intelligent in honing her skills and experience, a quality which has led to great success and a well-rounded international career.

Ivanovik-Petrova was born in Macedonia in the former Yugoslavia. Her father worked in international banking, which led her to live her high school years in Canada. "There were pupils of 70 different nationalities in my school. In Yugoslavia, we were not used to that, we only mingled with people of the same background."

After she finished high school, the family returned to Macedonia. She studied economics at the University of Skopje and worked for a while as a representative of Yugotours/Thomson Holidays Great Britain for the Dubrovnik area in Croatia, but that wasn't what she was looking for. In 1990, she started working for Ironimpex AG in Skopje. She soon became branch manager in Belgrade, and then became managing director at its main headquarters in Basel.

Ironimpex started doing business in Ukraine and Russia during the first years of independence. Due to her understanding of the old communist systems, the wrenching adaptations the new republics were going through and the mentalities of their people, Ivanovik-Petrova was the ideal candidate to help the company with their endeavors. "When you do business, of course you have to know your product, the market and the financials. But it is just as important to understand the psychology of the people you deal with."

Apart from her Macedonian mother tongue and her second language, English, Ivanovik-Petrova is fluent in German and Serbo-Croatian and has an excellent understanding of Bulgarian, Russian, Ukrainian and Slovakian. "I

got engaged in field trade and started traveling a lot. It was a very interesting time, especially to see how those countries developed. The work was not just economic. You had to follow the politics closely because they determined what happened in the economic and financial field.

"In the beginning, there was no functioning banking system, no transfers and there were currency problems. At times you had to buy the products in cash because there was no other way to do business. Then also the state of many steel mills was dire and [people] lacked knowledge of doing international trade," Ivanovik-Petrova laughs, "but they learned really fast."



## Emilija Ivanovik-Petrova was the ideal candidate for the job.

In those days and in that environment, being tall, blonde and good looking was more of a hindrance than an asset, as both the field and the negotiation room were dominated by men. "It was very rare that women did business; especially in my field. But, honestly, I never had any problems. Maybe at first, some were surprised to see a young woman. But as soon as people see that you know your subject and that you are serious, what they are interested in is doing business with you.

"Back then, I also traveled a lot in Middle Eastern countries, where you would expect the role of women to be even more limited. But I was shown nothing but respect. I went to Egypt, Tunisia and Turkey, and I was never met with any improper behavior; and I was really young at the time."

Five years later, Ivanovik-Petrova moved to Newco AG, a much bigger company and an offshoot of Philipp Brothers, the American company that brought the international trading community to Zug in Switzerland.

### A LITTLE ABOUT IRON

**Name** Iron

**Symbol** Fe

**Atomic Number** 26

**Atomic Mass** 55.845 amu

**Melting Point** 1535.0°C, 1808.15 K, 2795.0 °F

**Boiling Point** 2750.0°C, 3023.15 K, 4982.0 °F

**Number of Protons/Electrons** 26

**Number of Neutrons** 30

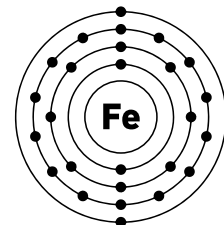
**Classification** Transition Metal

**Crystal Structure** Cubic

**Density @ 293 K:** 7.86 g/cm<sup>3</sup>

**Color** Silvery

**Electronic configuration**



### Did you know?

- It is the sixth-most abundant element in the universe.
- The source of iron that was used by prehistoric men were meteorites.
- Human beings are believed to have extracted the metal through the process of smelting, as early as 1800 to 1200 B.C.E. This probably began in India.
- Cast iron was first produced in China in 550 B.C.E. Europeans did not catch up with the process of making it until medieval times.
- Black sands along beaches contain the minerals taconite and magnetite. Iron is present in these minerals.
- Indians had already mastered the art of extracting and processing the metal, the proof of which is the famous Iron Pillar in Delhi. The iron used in this structure has neither corroded nor has been affected by rust for the last 1600 years.

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“After a few years, I was familiar with the iron trade and I felt I needed an experience in a bigger company. Newco had a huge outstanding debt in Kosovo then, so before I joined, I helped them recover three million dollars, which was an interesting exercise. After that, I was hired, and my position in the company as a woman was also established, which was important as it was and still is a male-dominated industry.”

Two years later, Ivanovik-Petrova was appointed Head of Finance. The raw materials trade needs a special type of financing. “I had the opportunity to work in a much wider scope of commodities. We worked with the biggest companies in all sectors of raw materials, oil, gold; you name it.”

Even with this demanding job, Emilija decided to push herself further and earn an Executive MBA at European University. “I felt the need for an intellectual challenge and to learn more about myself.” EU’s Executive MBA offered the ideal solution. The classes took place one weekend a month, which allowed her to keep with her work schedule, and offered a U.S. dual degree program. “We had an excellent mix of faculty members from both European University and from La Salle University in Philadelphia. We also spent a full month in Philadelphia, which was a great learning experience.”

She also liked that European University focused part of its curriculum on languages, international exposure and acting locally. “I must say that at EU we had very interesting courses on those themes. But in the end, it is up to the individual to adapt to the place where he or she does business. The school can teach you awareness, but you have to make the effort.”

Her MBA did not have a direct influence on the job she held at the time, but it led to her becoming an independent entrepreneur. “I thought: now I have the background, the experience, the schooling and the degree. So in 2000-2001, I founded my own company: Trade Resource GmbH.” She also continued to work with Newco and other companies as a consultant. Trade Resource GmbH specializes in trade and trade finance. She brought to it her experience in the financing of commodity trading, in structuring, negotiating and executing various credit facilities with

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### **In those days and in that environment, being tall, blonde and good looking was more of a hindrance than an asset.**

prime European banks for the purpose of trade finance. She had some good years, but trade became very volatile and extremely risky. She admits that since 2008, things have been difficult. So, she has opened her scope and is looking at real estate projects in Asia, predominantly in Malaysia and Vietnam.

“The good thing about Malaysia is that language is not a problem as they are a former British colony. Most of the people speak English and banking is in English. It is an important advantage. In other countries, like Vietnam, I need more assistance.”

Will she carry on, or has she decided to take a different route and embark on something new? “I’m still continuing my current business, as this is our bread and butter. But I am looking at other opportunities. Diversity is important. Sometimes when the circumstances change so dramatically, you cannot just wait for them to get back to what they used to be. It is better to look around and find something else. The only constant thing is change. So you have to keep reinventing, finding new avenues, and of course, taking risks. No risk, no reward. You cannot expect things to fall in your lap.” **ON**

# A WOMAN IN GLOVES

*Annette Roeckl, 2013 EU Leadership Award recipient, runs the fashion and accessories branch of her family's 170-year-old glove business, Roeckl Ltd. Having joined the family business as a last resort, she has been CEO for 10 years. Practical and determined, Roeckl gets it done, showing us how being a mother and running a corporation can actually complement each other.*



**I**t's not easy to walk into a business that has had your name on it for nearly 200 years. Family businesses rarely survive past the second generation; picking up the torch after so many have triumphed before you can lead to a shaky relay pass. New generations sometimes believe that they will never be as good as their predecessors, and consequently, many hesitate and make decisions out of fear, often leading to the corporation's demise.

But what if you are thrown into the corporation with nothing to lose and have time to develop? When you have to move forward, no matter what, because there are those whose livelihoods depend on you? In this case it's not retired relatives or ex-CEOs, but your children; the only people who really can't live without you.

For many women, business and motherhood are usually at odds, but for Annette Roeckl, motherhood was the sole motivation for joining her family business, a six-generation-long legacy of glove making that is still going strong today.

Not yet in her 20s, Annette Roeckl became pregnant without planning to. Still very young, she hadn't yet developed the skills necessary to support herself and her child. "Once you are challenged with a situation you simply have to solve it. Sometimes it took a lot of energy, and it was not always easy, but both motherhood and the company were giving me pleasure and joy. As such, the situation was not only taking energy from me but giving it as well.

"In general, I think it's very important for women to always believe in the possibility of combining these essential parts of life. If a woman wants to have a big job and a family, she should trust in her ability to have both; it works. I think it's a very important message for women."

Roeckl walked into the company and learned by doing; a path that ended up being perfect for her. She believes that some

kind of study is vital, but even without it, became CEO of her family company back in 2003. She went on to expand the exclusively-five-finger, winter-only brand to create one that now includes foulards, knitwear, bags and children’s accessories. In 2009, she incorporated a dedicated bag production company.

These were not the initial goals Roeckl had in mind when she joined the

**“If a woman wants to have a big job and a family, she should trust in her ability to have both; it works.”**

company. “I discovered that I felt very attached to my family company, so attached, that I [decided] to lead it into further success.” It turned out that what she had believed to be a “dusty and old traditional company” when she was younger turned out to be “very interesting, vivid and contemporary.” Roeckl also discovered something about herself: as a product of her experience with motherhood, she found that she was both willing and able to take on all this responsibility.

“I have always thought and said that my becoming a mother was a very, very important base for my managing the company later, as it taught me responsibility. I also realized that if there is a challenge that needs to be solved then I just have

to do it.” After ten years leading the company, Roeckl has also discovered power and success and, in a decade, has shaped the company in line with her vision and conviction.

A long way away from her initial role in the company, Roeckl’s current day-to-day operations for the brand include cooperation with coworkers, business partners and customers; something Roeckl finds very exciting. “I enjoy the diversity of my job very much, from the leather sourcing and purchasing; to production in Romania; to our own retail stores that we have in important cities in Germany. Everything, the fairs, the fashion scene... all these are so different.”

These days, other than for keeping warm, are there really that many uses for fashion gloves? “Accessories are very suitable for expressing individuality. Sometimes these statements don’t need to be loud signals, simply accents.” Although she couldn’t (or wouldn’t) confess to the number of gloves she owned, she did say she sometimes feels overwhelmed by how many pairs of Roeckl designs she feels she MUST have. She does try to exert control, but says: “If ever the situation arises where I do not desire an article from my collection, then it’s time to become alert because something is going wrong; either my collection is bad or I am fed up with it; therefore, I am OK with the ‘high’ number of gloves I have and always needing more when they are so beautiful.”

A far cry from practical uses like warmth, work or sport, the Roeckl brand

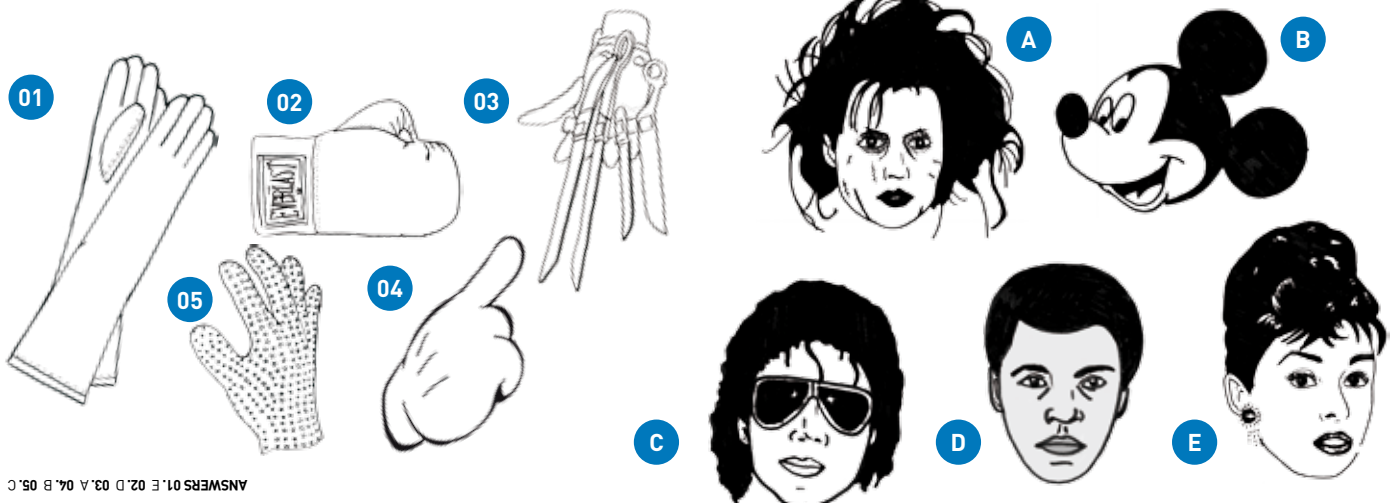
isn’t only trying new markets: it has the intention of becoming a must-have staple in the fashion world. The company presented its autumn/winter collection last year at StyleNite during Berlin Fashion Week; one of its most coveted events.

Economic downturns and the global crisis have meant that many luxury labels have taken a hit in the same markets in which they were founded, but Roeckl believes that her target will remain loyal to the brand once they’ve tried it. “One day a man said to me: if I look at the price of your gloves, it’s high, but if I have them for ten years and they’re still as beautiful, they’re actually cheap!” It’s true; it is much more sustainable and cost effective to buy quality that will last, as opposed to cheap products that must be replaced at least yearly.

The high-quality product buyer looks for something different, something more, like the uniqueness of a hand-made item, the limited edition assurance that artisanal products naturally come with, the trend-setting image that comes with wearing products like these. Roeckl products also have something extra. Each bag, foulard and pair of gloves is made with the passion of people who love what they do and the company’s commitment to making very high-quality products. These two things, in addition to the uniqueness of the products, elevates all the company’s creations and gives them, as Annette Roeckl says, soul. **ON**

**WHOSE GLOVES ARE THESE?**

Match the famous gloves to the famous faces



ANSWERS 01. E 02. D 03. A 04. B 05. C



**Christine Clarke**  
EU Barcelona Academic Dean

Christine Clarke has been a faculty member at European University since 1994, initially combining her professional business life with part-time teaching. In 2005, Clarke took on a full-time position at EU as Academic Dean of the Barcelona campus, becoming involved with faculty coordination and development and leading efforts for EU to gain program accreditation with a number of leading bodies.

## JUST BECAUSE I'M A WOMAN? YOU'LL HAVE TO DO BETTER THAN THAT

*Christine Clarke explains how she discovered gender discrimination, tells of her experiences and advises on how best to fight back: stop, breathe, think, act.*

I grew up in a time when women were shouting “burn your bra!” – while I was looking forward to fitting into one – and dressing like men, which didn’t really appeal. I didn’t understand then what all the fuss was about – but I also didn’t know much about the workplace or women’s issues either. I certainly didn’t know that women got paid less for the same job; even if they did more work.

I couldn’t really relate to the fight for equality. I knew that we, women, were at least equal in terms of skills, abilities and intellect. It didn’t occur to me that others didn’t see this.

In my home, things were “equal.” I got to learn to sew and cook... and lay concrete, help with servicing the car, decorate the house, go to school, get top grades, play sports, and be stronger and faster than my male counterparts.

It wasn’t until secondary school that I came across discrimination, in the form of a physics professor who kindly gave us advice on our choices for A-level subjects. In a class of 30 where there were only three girls (one who was leaving at 16, another who wanted to study fine arts and me), the advice that some of us should think about our future and maybe consider opting for “domestic science” (read: cooking and sewing) seemed quite clearly di-

rected at me, given that I had chosen physics as one of my options. I considered him and his remark to be so puerile that he got a response in kind: I sat at the back of the classroom with my genius friend (who later became CEO of Fujitsu, Europe), who didn’t need to listen, and we proceeded to wreck his class at every opportunity.

This was just the first instance of many in which I have dealt with issues like this. Other traits often used to discriminate include: which country you’re from; which region of said country you come from; whether you eat meat; whether you smoke; and so on... Women’s issues comprise just one facet. The only thing you can do is deal with these kinds of people – effectively! This doesn’t involve battle cries, moaning or any other non-productive behavior. Effective responses are usually a result of stopping, taking a deep breath, thinking and *then* acting. Silence, patience and understanding are the most powerful tools; and they’re frequently overlooked.

I remember talking with my grandmother and her sister about some of these issues. This led to a history lesson and a “that’s the way it is” answer, followed by some sound advice: “if you don’t like it, change it – but remember that Rome wasn’t built in a day. You can’t change

the world on your own, but you can be a part of that change. Have patience; the next generation will reap the benefits.”

My family’s attitude was simple: you are who you are. I always understood that to mean that I was a person, and anyone picking on any facet of my persona and using it to differentiate and discriminate against me indicated that they themselves were flawed, albeit through lack of information.

This has led me to believe in fighting back, surviving; and not just in the business world, but in any walk of life. Survival depends on doing things well, taking thoughtful actions and being aware of their consequences. Fighting back does not need to be bloody or nasty; it’s just another way of saying ‘stand up for yourself and what you believe in.’

I also adhere to the old adage “if you’ve got it, use it.” And, well, I’m a woman, I can be very empathetic, patient, and have other much talked-about female traits; yes, if you have it, do use it! Improve on what you’ve got by observing yourself and seeing what works – and what doesn’t.

My advice, both in business and in life is: you will encounter many battles, but they’re not all worth fighting; only the meaningful ones should be taken on. Many issues we encounter, we should merely disregard, much like a school bully.



**Marc Guerrero**  
EU Professor

Mark Guerrero is a political consultant, author, professor of Cross-Cultural Business Issues at European University's Barcelona campus and EU Prince Fellow Award Winner. He received his Doctor of Social Sciences degree (cum laude) from the University of Barcelona, and has also studied at ESADE Business School, the University of California (Berkeley), the London School of Economics and The University of Reading. In 2009, Dr. Guerrero became the Vice President of the the Alliance of Liberals and Democrats for Europe Party.

## WOMEN IN GLOBAL BUSINESS

*Marc Guerrero discusses the importance of women in global business and highlights the necessity of encouraging future female generations to reach for the top.*

**B**eing a woman in today's business world can be challenging. Meeting these challenges and then building a successful global career is major.

Global competition is making companies realize that their success depends on the work of a broad range of talented people of various nationalities, ages, races and genders.

Since our theme is "women in business," let's tackle the issue of gender. Women possess unique attributes that help them navigate the intricacies of global business. For example, when expanding their businesses internationally, something that is becoming more prevalent, female executives adapt well to local culture and regions and seek to understand before being understood. In short, they have more empathy than men. Women are also particularly good at creating advantageous long-term alliances. Companies that have female board members generate value by broadening market vision, enhancing board dynamics, inspiring female stockholders and improving corporate reputation.

In many emerging economies, women are starting businesses at a faster rate than men, making significant contributions to job creation and economic growth. Despite this progress, women and girls still face many challenges in attaining econom-

ic independence. In order to further-leverage the economic power of women for growth and the attainment of development goals, these countries must understand and address the specific barriers faced by women's businesses.



**"It is vital that we encourage young girls and women to reach for the top."**

All business owners and executives face certain challenges, but women often come across obstacles that their male peers are less likely to experience. These often occur in three major areas: gender discrimination and stereotyping; career-family pressures; and lack of equal opportunities. Strategies to help businesswomen and female entrepreneurs succeed include: creating a strong network; certifying or marketing businesses as a woman-owned business; utilizing the power of the internet; and learning ways to balance work and family.

As the global influence of women in business has grown over the years, the attitudes of men have changed, creating a more accepting environment for female leaders. Yet studies show that parity is far from being a re-

ality among executives, boards of directors and entrepreneurs. Even in developed countries, and despite high-profile news stories about gender gaps, equal pay and female board members, the scale is barely tipped with the number of women who aspire to top business positions.

Among the disappointing findings, the number of women executives and board members increased only half a percentage point during the past year. Women held only 16% of board seats in U.S.A., 10% in Europe and only 8.1% of top-earner slots. These figures don't mean that women are less successful than men. Actually, the growing success of female entrepreneurs worldwide shows that they are able to succeed, despite the odds. Obviously, we still have a long way to go before significant change will become evident.

It is exciting to see so many female small business owners and directors of top global companies. As these numbers grow, it is imperative that we use this momentum to motivate upcoming generations and think beyond the women who are in business today. It is vital that we encourage young girls and women to reach for the top. Their role in global business is crucial and one we definitely need.



**Annette Craven**  
EU Guest Lecturer

Annette Craven, Ph.D. is an Associate Professor of Business and President of the Faculty Senate at University of the Incarnate Word in San Antonio, Texas. She earned her Ph.D. in Higher Education Administration and Human Communications at the University of Denver, and both a Master of Human Relations and a Master of Education at the University of Oklahoma. Dr. Craven is the former President of ACBSP, has expertise in leadership, finance, human relations and organizational development, as well as various management specialties.

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## CREATING A PATH TO SUCCESS

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*Annette Craven reports on how businesspeople need to work together, collaborate to achieve common goals and capitalize on experience, education and attitude.*

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**I**n 2011, *Forbes* published the article, *The Key to Bank of America's Success: More Women at the Top*, revealing that more than half of its employees are women, 49% of its managers are women, and 40% of its executive management team are women. Catalyst & McKinsey researchers discovered that companies with high numbers of women in management also have higher returns on investment. And, in 2008, the CERAM Business School found that CAC40 firms (French equivalent of Dow Jones Industrial Average) with high numbers of women in top management had better resistance in financial crises and had experienced lower decreases in share prices since January 2008.

So how can today's female business graduates find the same kind of success as the women who work for companies like Bank of America without forsaking their femininity or pursuit of equitable treatment in the workplace? The truth is that it cannot be accomplished in solitude. Successful women are those who recognize the value of mentors, who seek employers who provide resource groups dedicated to promoting women's professional development, who create and maintain a professional appearance, who net-

work to build relationships and who continuously enhance their knowledge base.

Gender diversity experts contend that women succeed because of their natural tendency to be better at building relationships and interacting in groups; mixed gender teams are more creative, avoid pitfalls like groupthink and have enhanced dialogue. The danger of generalities such as this is the assumption that all women are alike – and we are not! We can



**“Companies who have high numbers of women in management also have higher returns on investment.”**

learn from these observations, though, and add to our toolkit for success in the professional world.

Regardless of the environment (or gender), people are more likely to respond positively to someone who cares about their personal appearance, has a confident posture, maintains eye contact, listens attentively,

is open to creativity, is willing to collaboratively solve problems, thinks beyond the boundaries of commonly-accepted practices and procedures, and who follows through on promises.

Any successful businessperson, male or female, is one who knows how to capitalize on their education, experience, networks, relationships and attitude, and who makes wise decisions about how to advance their career by reaching out to mentors, using available professional development resources, and learning about other successful leaders, regardless of gender.





**Ellen Seufert**  
EU Alumna

Ellen Seufert just graduated from her MBA in International Marketing. She has also completed an MA in Media Culture and a BSc in Communication Research. The 25-year-old German grew up in Argentina and U.S.A., worked in Chile and Spain, and studied in The Netherlands. She loves her dog, coffee and traveling.

## TWENTY-SEVEN CENTS

*Ellen Seufert questions the gender pay gap, asks how women can overcome such obstacles and wonders how her experience in the workplace will be.*

**W**hen I get my first paycheck, will I earn less than my male colleague? The “female-to-male earnings ratio rose slowly and is now approximately 73 percent, just 10 points above its level in 1920.” For an equivalent job, I get only 73 cents for every dollar a man earns. Where will my 27 cents go? Why is there a gender pay gap?

When discussing the topic of women in business, there are many issues to be criticized, including the presence of only 13 female CEOs at Fortune 500 firms; the high rate of sexual harassment; and the exclusion of women from the “old boys’ network.”

For now, I’m ignoring all of these; all I am asking is why I get paid less. The American Association of University Women (AAUW) published a report in October 2012 titled *Graduating to a Pay Gap*, where they analyzed women and men’s earnings one year after their college graduations. The study concluded that “Women working full time earned \$35,296 on average, while men working full time earned \$42,918.” If one takes a closer look at the different professions, there were no significant gender differences in earnings in the fields of healthcare, biological and physical sciences, science technology, mathematics, agricultural

sciences, education or humanities. Large gaps did appear in the computer and information sciences, business and social sciences fields. Even with an MA and an MBA, I will earn approximately \$7,000 less than my male counterpart.

The explanation given by the AAUW is that the pay gap is partially due to the choices women make: of college major, occupation and the hours spent at work. Women tend to major



**“Even with an MA and an MBA, I will earn approximately \$7,000 less than my male counterpart.”**

in fields like education and social sciences, which typically lead to lower-paying jobs. After graduating, women are more likely to work in business support and administrative assistance jobs; in contrast to men, who work in management or as engineers. Additionally, full-time female employees work, on average, two hours less per week than male employees.

All this aside, what if a woman has the same college major and the equivalent occupation, and spends the same time at work as her male colleague? There still might be a pay difference. The AAUW notes: “about one-third of the gap remains unexplained, suggesting that bias and discrimination are still problems in the workplace.” Besides discrimination, another reason might have its root cause in salary negotiations. Perhaps women are not as good as men at negotiating a higher salary? A further difficulty may be that employees do not know how much their colleagues earn, so many women might not even know they are being paid less.

I have the feeling that this topic will arise on numerous occasions throughout my business career. So what am I going to do? Should I ask my male colleagues how much they earn, even if that will be frowned upon? Take a class to improve my negotiating skills? Work longer hours to prove my right to receive the same wage? How can there be such obvious discrimination against women in the 21<sup>st</sup> century? There’s just one thing I’m sure of right now: I want those 27 cents.

# TOP 5

## Media Moments of 2013

*For China, 2013 was the year of the snake. For the media world, it was the year of the woman.*

*The BBC celebrated 100 Women, the Everyday Sexism*

*Project really took off, Jennifer Lawrence chose strong over skinny, Facebook promised to crack down on hate speech, the "No More Page 3" in The Sun newspaper campaign gained popularity and viral parodies redrew the line that Robin Thicke's hit blurred.*

*This year, there have been some standout media moments that, one by one, are changing the way the world sees women.*



### 01. PANTENE

Pantene's ad by BBDO Guerrero in The Philippines delves into the realm of double standards in the working world, to the tune of *MadWorld*. Contrasting labels show men as "persuasive" and "neat" while women are branded "pushy" and "vain." Highlighting these double standards is a bold marketing move. Whether intentional or not, Pantene's ad raises awareness and challenges antiquated yet established perceptions.



### 02. GOLDIE BLOX

Boys are expected to like action figures, guns and robots, and all girls want to play with dolls, make-up and ironing boards. Codswollop! Goldie Blox agreed with us, so they produced a range of engineering toys designed to inspire future female engineers, upend today's 89:11 ratio of male:female engineers and, in the words of CEO Debbie Sterling, "disrupt the pink aisle."



### 03. MERCY ACADEMY

Today's magazines quiz girls on which Disney princess they're most similar to. The Mercy Academy, an all-

girls Catholic high school in Kentucky, is encouraging girls to prepare themselves for real life and rescue themselves with a solid education, rather than relying on a prince. A fresh, forward-thinking idea that we're surprised no-one else has thought of.



### 04. UN WOMEN

UN Women reminds us why the fight for gender equality is still relevant and necessary. Using Google autocomplete search suggestions, based on actual searches conducted, they've created a campaign that shows how women are perceived; making the need for change really hit home.



### 05. TANISHQ

Attitudes toward women vary from country to country. Media representation usually follows suit. This year's ad by Indian jewelry company Tanishq has turned stereotypes on their heads by declaring that a woman's value does not depend upon her marital status and that widowed and divorced women are not automatically outcasts.



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