

Spirit
of management

BELGIQUE-BELGIE

LIEGE X

P.P.

9/555

STRATA TECHNICAL intelligence

new
FACTORIES

HEC **ULg**

Management School - University of Liege

Knowledge Partners



Project Partners



Business Spirit Partners



Currently, Europe has its back to the wall.

At a time of incertitude and instability, creating together a virtuous model for growth in Europe constitutes both a challenge that must be faced and the solution that will project us into a positive future.

HEC-ULg Management School is a university community for research and professional practice. We are aware of how much this concerns us and we wish to involve ourselves in its construction in a practical way.

What is it about?

- Developing a more strategic and more creative approach to economic expertise, to organizations and to managerial practices is the challenge of strategic intelligence, of its methods and tools. It is also a greater awareness of environmental and societal necessities in the business world;
- Opening up to a wide, open, multipolar world, which is more than ever a source of multiple opportunities, of enrichment through diversity, by internationalization and connectivity with the world, in all its forms, in line with the theme of the Liege candidacy application for the 2017 International Exhibition;
- Exploring the paths of reindustrialization, of production encompassing more intangible components, in factories being conceived a new in order to create the sustainable jobs of tomorrow.

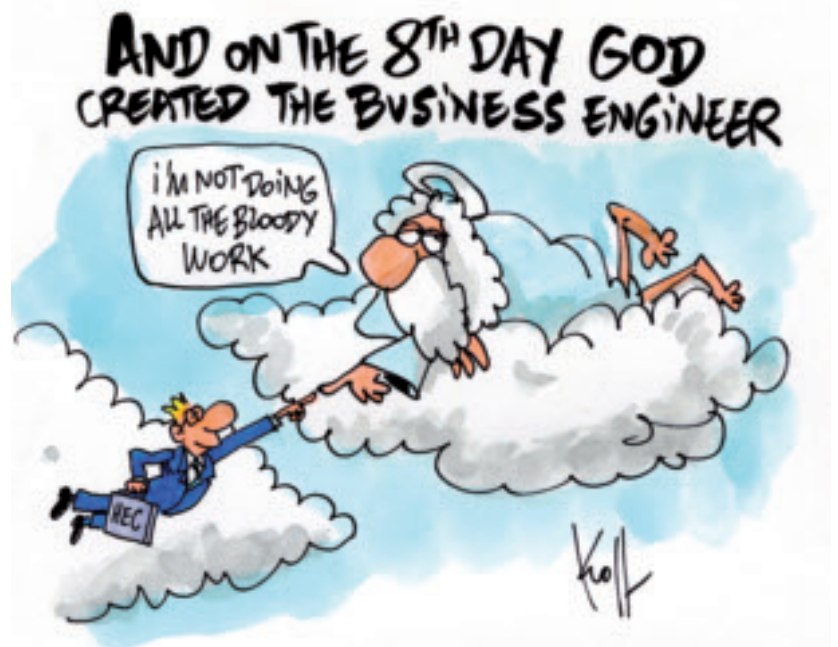
HEC-ULg is committed to mobilizing and attracting talented people of international standing, future graduates and Alumni of our School, who will shape and accelerate future growth. On November 17th, at Liege Airport, our Alumni are invited to a grand gala evening, in the presence of Prime Minister Elio Di Rupo, for the benefit of the HEC-ULg Fund. The HEC-ULg Alumni Network and the School will use the occasion to unveil their shared roadmap. Its theme is "Immediate boarding", acceleration and... **take-off!**



Thomas Froehlicher

DIRECTOR GENERAL
AND DEAN

Twitter.com/FroehlicherT



s u m m a r y

October 2012 - No 16



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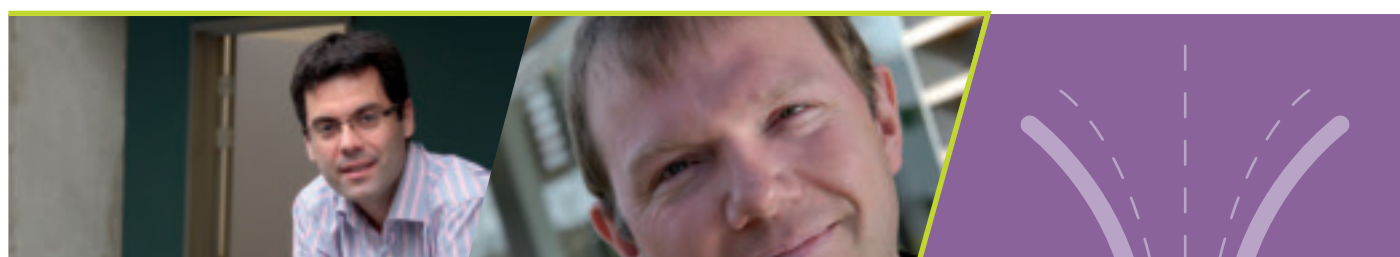
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CREATIVE PROJECTS MANAGEMENT



The creativity is a know-how you acquire, train and exploit (Edward de Bono)

Boost your creativity and career !

The creativity and the capacity to comprehend interdisciplinary problems in complex environments became priority skills to acquire. The University of Liège, in coordination with ID CAMPUS, proposes a **new one year complementary training**, an **INTERDISCIPLINARY PROGRAM CENTRED ON CREATIVITY AND CARRYING OUT A REAL PROJECT, FROM DEFINITION TO REALIZATION.**

ID CAMPUS is a complex dedicated to creativity and innovation, developed within the University of Liège with the support of CREATIVE WALLONIA. Its purpose is double: the acquisition of new skills linked to creativity and the realization of projects of innovation requested by companies and organizations.

Study program

COMPULSORY COURSES

- ▶ Project management techniques
- ▶ Soft Skills for project management
- ▶ Innovation and contemporary issues of social and economic development

MISSION / PROJECT

- ▶ Ideation & Creativity
- ▶ Feasability study
- ▶ Validation & Execution

OPTIONAL COURSES

- ▶ To choose in a portfolio of existing courses
- ▶ In all courses of study



ID-Campus



@id_campus

FOR FURTHER INFORMATION, PLEASE VISIT OUR WEBSITE: WWW.IDCAMPUS.BE





*The business world is in (r)evolution: increasing complexity, competition, and internationalization. Nowadays, companies operate in turbulent and information-intensive environments; thus company survival becomes even more challenging. Thus, Business Schools need to take into account this (r)evolution. Accordingly, HEC-ULg has created together with “**Agence de Stimulation Economique**” the first Chair in Belgium in “**Strategic Intelligence**” in order to educate and train up-and-coming managers to anticipate trends and be able to create a competitive advantage. As a consequence, this special issue on “**Marketing & Strategic Intelligence**” will focus on the business world (r)evolution, the concept of strategic intelligence and the interdependence between marketing and strategic intelligence. Also, we describe the initiatives HEC-ULg is taking to match company needs and trends.*

THE TEAM « MARKETING & STRATEGIC INTELLIGENCE » AT HEC-ULg

- **André Blavier**, Affiliate Professor. He teaches courses related to e-business and e-commerce
- **Claude Boffa**, Affiliate Professor. He teaches courses related to retailing and marketing management
- **Céline Brandt**, Assistant Professor, co-leader of ASE Chair. Her main topics of interest are strategic brand management, consumer behavior and marketing research
- **Anne-Christine Cadiat**, Teaching Assistant. Her main topics of interest are cultural marketing, city marketing, market research and marketing communication
- **Chantal de Moerloose**, Associate Professor. She is interested in subjects related to strategic marketing and innovation
- **Cécile Delcourt**, Assistant Professor. co-leader of ASE Chair. Her main research interests are in the area of consumer behavior, services marketing and market research
- **Michaël Ghilissen**, Affiliate Professor. He teaches courses in strategic marketing and integrated marketing communications. His research topics include marketing and firm value in corporate transactions
- **Claire Gruslin**, Assistant Professor. She teaches courses related to international marketing, sustainable strategy and strategic intelligence
- **Simon Hazée**, Ph.D. Candidate and Teaching Assistant. His research area concerns consumer behaviour and sustainable development
- **Michel Hermans**, Full Professor. His main areas of expertise are international relations, geopolitics and state security
- **Charles Pahud**, Full Professor. His main areas of interest are branding, international marketing and marketing planning
- **Michaël Schyns**, Full Professor. He is specialist in computer-science, e-business and data mining
- **Jean Tondeur**, Associate Professor. He teaches courses related to strategic marketing and marketing management

ASE CHAIR IN STRATEGIC INTELLIGENCE



ASE Chair in Strategic Intelligence (SI)

The Chair in Strategic Intelligence was created in September 2010 at the initiative of **Thomas Froehlicher**, General Director and Dean of HEC-ULg and **Vincent Bovy**, General Director of ASE (Agence de Stimulation Economique – ASE)-(see pictures). The main objective of this Chair is to develop resources and multidisciplinary competencies to spread knowledge in Strategic Intelligence throughout the Walloon economy. To achieve this goal, 3 missions have been defined.

The first mission is to create an executive program in Strategic Intelligence: this project has been accomplished since the first training was organized at the end of 2011 with 15 participants. The next program will start in January 2013. You may wonder *who is this program made for?* Managers who care about their company's development, managers who are responsible for strategy, communication or international development, or consultants and advisors. *Why is this training essential?* Organizations need to use Information Technology to generate knowledge and intelligence out of huge internal (company figures) and external data (market, customers, competitors, suppliers, public/governmental/non-governmental institutions, but also the political, economical, socio-cultural, technological and legal environment). This will allow organizations to develop a competitive advantage and efficient strategies thanks to offensive tools (lobbying, internationalization, corporate communication, brand equity creation, innovation) and defensive tools (reputation management, crisis communication, counterfeiting, protection of know-how) and a consequence,

provide customers and stakeholders with value and thus improve company performance.

The second mission is the development of a Master's program in Marketing and Strategic Intelligence. The first draft of the program was set up in September 2010 and based on a 2-year trial period, a new version of the program has started in September 2012. This training includes teaching related to consumer intelligence, e-business, knowledge management, lobbying, branding or competitive intelligence in order to prepare the students for jobs like marketing manager, social media manager, community manager, business analyst or auditor in Strategic Intelligence.

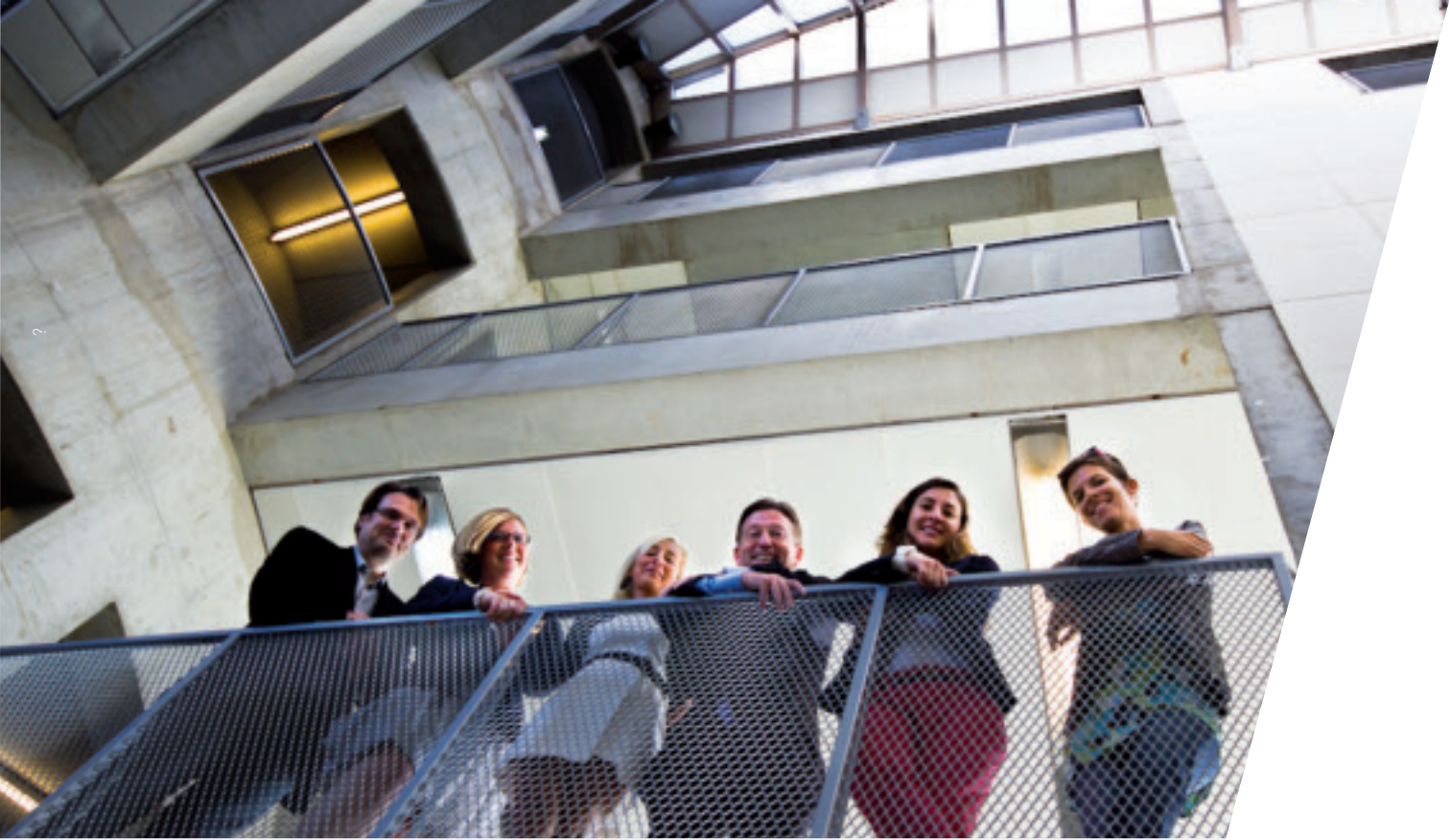
The third mission of the Chair is to create partnerships with universities and companies around Strategic Intelligence.

Presentation ASE

One Agency to support companies in Wallonia.

Within the context of the Marshall Plan for Wallonia, **the Economic Stimulation Agency** (Agence de Stimulation Economique – ASE) was implemented in 2006 by Walloon Minister of the Economy Jean-Claude Marcourt to stimulate the establishment of economic activities in Wallonia.

The aim of the Walloon Government is to rationalize, coordinate and integrate the services offered to companies to ensure their consistency and make them as accessible as possible for businesses that may want to benefit from them.



The Agency's task is twofold :

- A mission to reform economic stimulation, i.e. to reform the support systems companies can benefit from, which implies a transversal Program of coordination and business coaching.
- A mission to heighten entrepreneurship awareness and to stimulate the creation of economic activities.

Other projects are also driven by ASE for the benefit of Walloon businesses.

Strategic Intelligence has become a major issue in the development of our SME. ASE was entrusted by the Walloon Government with the task of implementing a Strategic Intelligence System to promote the implementation of an innovative attitude among SMEs.

Presentation of Strategic Intelligence mechanisms

In 2007, the Walloon Government entrusted Professor Quévit with a study centered on the growth and development of Walloon SMEs in a world market of competitiveness and globalization. What emerges from this study is that the economic factors in

the successful development of SMEs are linked to innovation and information management ... in other words to Strategic Intelligence.

The aim of the Walloon Government is to increase the awareness of Strategic Intelligence among SMEs throughout the Walloon Region to promote innovation and to support employment and the creation of wealth.

After the very successful pilot project "Pensez I", whose aim was to define a methodology in Strategic Intelligence "made in ASE", the Agency constructed a Walloon Strategic Intelligence plan of action. To promote the culture and practice of Strategic Intelligence within SMEs, ASE has called upon a variety of specialist agencies:

The SPI for the province of Liège;

The BEP for the province of Namur;

The CCIH and IDETA for the province of Hainaut;

Idelux for the province of Luxembourg.

The missions of the Walloon SI plan are:

- Developing, promoting and spreading professional expertise in SI adapted to real business needs.
- Structuring, giving support to and coaching SMEs in SI mechanisms to enable entrepreneurs to act with innovative perspectives in their environment.

There are 4 phases of the SI Plan:

→ AWARENESS

Promoting Strategic Intelligence issues in the day-to-day management of an organization and bringing SMEs into the SI process.

→ TRAINING

Allowing companies to acquire the right skills and responses in terms of SI in an organization. Training rests on the 3 pillars of SI (Wakefulness, Protection and Influence).

→ COACHING

Teaching the right SI reflexes at the heart of small businesses.

→ NETWORKING

Developing and driving a network to promote and coordinate SI skills in order to meet the demand for services of Walloon SMEs. Communicating and exchanging ideas about good SI practices.



STRATEGIC INTELLIGENCE

A FUZZY CONCEPT?



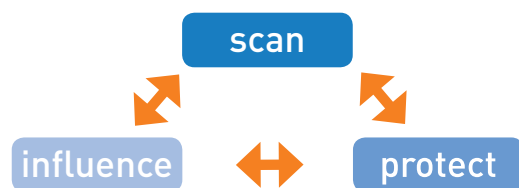
Claire GRUSLIN
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Introduction to
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Strategic Intelligence might bring up images of James Bond playing with an array of gadgets to eavesdrop on foreign terrorists groups. In fact, the term “strategic intelligence” is commonly misunderstood and loosely used across corporate, government and academic circles.

In truth, **Strategic Intelligence** owes its origins to the sphere of military strategy, whose importance was understood by governmental actors and who strived to get the most reliable information for the tactical battlefield at national and international levels. It has been adopted by businesses as a process of managing information as a strategic resource for improving innovation and the performance of companies.

In other words, in today’s very dynamic and global marketplace, companies have to enhance operations (be more agile), to manage organizational complexity and exploit new market opportunities. Some companies reap greater benefits because they are able to understand both the internal and the external environments, to forge stronger links with all their stakeholders and to read, analyze and communicate the typically weak and ambiguous signals capable of radically impacting their future.

In fact, **Strategic Intelligence** is a multi-disciplinary approach which focuses on three fundamental pillars:



- **Scanning** the global environment, i.e. to acquire reliable data and info about evolution of the company’s environment (economic, legal, technological, ecological, political, potential behaviors and trends, etc.) and to detect weak and strong signals from new markets or opportunities. Managers are usually entrusted with running the company and making critical business decisions both strategic and operational. In either case, managers must get accurate and credible info at the right time. Sources of info such as databases, conversations, rumors on social networks, business media, scientific seminars, or professional fairs are checked with the help of a mix of new and old technologies. This pulls together data and information from a very wide and strategic viewpoint, allowing managers to predict or forecast what is going to happen.



- **Protecting** the company's data and keeping it secure, avoiding security breaches in the company's informatics, handling staff or customer's private information and protecting the company's intellectual property (patents, brands, counterfeits).
- **Influencing** directly or indirectly (through social media influencers for instance) i.e. to diffuse specific information through influence mechanisms (lobbying, participating in creating international standards, influence mining, etc.) in order to enhance the company's actions or strategies. As an example, a company can ask experts to speak at industry conferences in order to convince their respective networks of the company's scientific or technological content.

The most critical activity in structuring **Strategic Intelligence** within a company is the proper identification of the company's real intelligence needs, known as the KIT (the Key Intelligence Topics) as well as gathering all staff around a knowledge sharing culture.

Obviously Strategic Intelligence can't reduce uncertainty to a risk-free level, but once implemented, it can surely reduce risk in decision-making to manageable levels.

In reality, most companies perform one of the three pillars successfully. Some companies do two fairly well. Almost no firms integrate all three pillars of Strategic Intelligence management into a coherent and synergistic whole.

So why hasn't Strategic Intelligence grown into a basic competence within most organizations and educational establishments?

HEC-ULg is fully aware of this issue and has taken two specific initiatives:

- a two-year Master Degree in Management with a specialization in **Marketing & Strategic Intelligence**
- an Executive Program in Strategic Intelligence specifically for managers: mastering information is a vital asset to them in strengthening their ability to compete and innovate.

EXECUTIVE PROGRAM

IN STRATEGIC INTELLIGENCE

HEC Executive School in collaboration with the ASE has pioneered a Strategic Intelligence training program for managers and consultants. This training was successfully organized in 2011-12 gathering 15 participants from various business sectors (finance, industry, consultancy) and the second training program will start in January 2013. The first session has created the opportunity to set up an alumni network of intelligence-oriented decision makers.

PROGRAM OVERVIEW

The program aims at providing specialized knowledge and skills in undertaking various aspects of the strategic intelligence process i.e. assessing critical issues in the development of companies to improve both the areas of innovation and performance.

This modular-based program is designed to meet the needs of two types of participant:

1 SME managers who need strategic intelligence skills to optimize their decisions either in the strategic, communication or international spheres;

2 Consultants who will need to become thoroughly familiar with the thinking and processes involved in strategic intelligence, in order to better audit and coach SMEs.

PROGRAM OUTCOMES

At the conclusion of the program, participants will have gained knowledge, skills and understanding at the practitioner level:

- To appreciate and understand the role of strategic intelligence in supporting decision making
- To get the necessary systemic view in order to appreciate the challenges that can affect the company's future development
- To demonstrate practice of intelligence and information gathering as well as data analysis using state of the art ICT tools
- To understand and use risk and/or threat assessment techniques
- To communicate complex issues and ideas clearly and effectively while influencing the right stakeholders

The program is scheduled over 6 months, with 15 sessions every second Friday and ends with a 2 day-residential training activity.

METHODOLOGY

Naturally, this program concentrates on awareness and understanding of techniques as well as providing some measurements of practical skills for the participants.

Various methodologies such as classroom lecture/discussions, in-class individual and group exercises as well as syndicate think-tank workshops allow participants to move from familiarization of the concepts to detailed skills transfer during the last module called « The War Room », a residential seminar to raise participants' confidence levels and group spirit. The quality of teaching has been achieved through the selection of specially qualified instructors and guest speakers with many years' training and experience in a variety of intelligence and strategy environments.



Jean-Philippe SNIJDERS



Olivia SANTUS



Paul-Emile LECLERQ



Claire GRUSLIN



Marc DESCHAMPS

LAUNCHING OF A NEW SESSION

The 2013 session will include specific workshops after each module to make sure concepts are directly transferred into the professional reality of the participants. For complete certification, participants will also be tested on knowledge and application of the particular techniques being taught. Upon successful completion of the program, they will be awarded a 'Certificate of Attendance' from HEC-ULg.

The 2013 session will be launched at the third "Strategic Intelligence Round Table" ("**Assises de l'Intelligence Stratégique**") organized by ASE on 15 November 2012 in Louvain-la-Neuve. Two additional conferences will be offered to a broader audience mid and end of the training: "Security policy and governance, continuity in the company" ("**Politique et gouvernance de la sécurité, continuité dans l'entreprise**") and "A new business role: Executive Intelligence Officer" ("**Naissance d'un nouveau rôle dans l'entreprise: Executive Intelligence Officer**").

The Executive Program in Strategic Intelligence in brief : a complete and varied program, highlighting the strategic challenges faced by the businesses of today and tomorrow, from which the participant can draw lessons directly applicable in business. The speakers are of a very high level and there is plenty of room for participation and interaction. A very rewarding experience !

Michaël DEBEHOGNE - Stûv S.A., Administrative and Financial Manager

I remember my training in three words: to be vigilant, to protect and to influence but also and above all how to share information and move towards a collaborative way of working and extensive networking in the workplace. So then, a rethink of traditional forms of management which was put into immediate use by a group of inspiring people. I enjoyed the professional, educational and human experience.

Bernard VAN LAETHEM, Strategic Intelligence Officer,

Regional Development Management (Direction de la Valorisation du Territoire), IDETA

Claire GRUSLIN

Assistant Professor - claire.gruslin@ulg.ac.be

A NEW MASTER IN MARKETING & STRATEGIC INTELLIGENCE AT HEC-ULg



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Nowadays, businesses operate in increasingly turbulent, information-intensive, international, and complex environments. To survive and grow, they need to create and maintain a competitive advantage. Accordingly, up-and-coming managers need to anticipate emerging trends in their environment (globalization, environmental and social issues, new information technologies...), and to make strategic decisions to create business opportunities.

This is the business world reality: business is more and more turbulent: faster but also more complex, global, international, competitive and demanding.

OBJECTIVES OF THE MASTER

To train students to identify and anticipate these new business opportunities, HEC-ULg has created a specialized 2-year Master in Marketing and Strategic Intelligence. This is a unique and demanding Master for students who want to transform new trends into business opportunities to achieve competitive advantage and value creation. Indeed, this Master requires students to be able to operate strategically in a complex environment of international competition.

JOB OPPORTUNITIES

This Master will enable students to find traditional jobs (e.g., Product/Brand/Project/Communication/Marketing/Market Research Manager) but also to apply for “new” jobs such as Auditor in Strategic Intelligence, E-Business Analyst, Social Media Community Manager, (e)-reputation Manager or Database Marketing Manager.

FOUR KEY FACTS ABOUT THE MASTER

- **New Master**, unique in Belgium, addressing emerging trends and new companies’ needs for new profiles
- **Blended learning**: business cases, seminars, field trips, conferences, lectures and guest-speakers
- **Multidisciplinary team**: academics and practitioners from HEC-ULg and outside
- **Managerial seminars** to apply theory to practice: business cases, guest-speakers from top companies, crisis simulation, and so on.

TESTIMONIES

This Master offers a wide variety of courses – which means we look at companies from several perspectives. Many of the courses work on concrete business cases and also collaborate with companies. These are great opportunities to learn!

AURÉLIE SERVAES, STUDENT 2nd MASTER IN MANAGEMENT



This is an exciting and rewarding 2-year Master combining theory and practice. I'm confident about my knowledge and I've been impressed by the availability and passion of the professors from this Master

ZOÉ MUERMANS, GRADUATED IN 2012

LINKS WITH KEY PLAYERS FROM THE BUSINESS WORLD

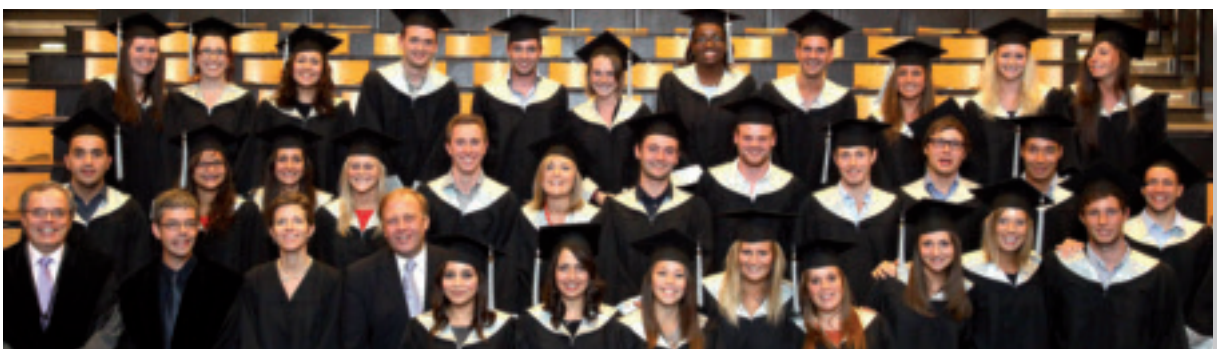
The Master in Marketing & Strategic Intelligence is anchored in managerial practice. Indeed, we have several partnerships with organizations allowing us to provide students with up-to-date examples and to allow students to meet and listen to top managers. Most importantly, this Master has been developed thanks "Agence de Stimulation Economique" (ASE) through the Chair in Strategic Intelligence.



Key Concepts of the Master Program

RESULTS

The first 45 students of this new Master graduated in September 2012. Next year, approximately 60 students will be graduated (10% international students). From September 2012, this Master will be fully organized in English with the objective of attracting even more international students.



IS YOUR COMPANY ORIENTED TOWARD STRATEGIC INTELLIGENCE?

AT HEC-ULg, ASSISTANT PROFESSORS CÉLINE BRANDT AND CLAIRE GRUSLIN, AND FINAL YEAR UNDERGRADUATE STUDENT ANAÏS GRETRY, HAVE DEVELOPED A QUESTIONNAIRE FOR COMPANIES TO ASSESS THEIR OWN PRACTICES WITH REGARD TO STRATEGIC INTELLIGENCE.

If you wonder if your company is active in the different fields of strategic intelligence and which are its strengths and weaknesses, this questionnaire will help you to do so.

1. Competitive intelligence

| → PLANNING AND FOCUS | STRONGLY DISAGREE | DISAGREE | AGREE | STRONGLY AGREE | DON'T KNOW |
|--|-------------------|----------|-------|----------------|------------|
| | 1 | 2 | 3 | 4 | |
| <i>The company management understands the importance of information as a key source of competitive advantage and has structured a plan and allocated resources accordingly</i> | | | | | |
| <i>Our management understands the value of checking our key competitors strategy and actions as well as the environment and evolving trends (suppliers, consumers, stakeholders)</i> | | | | | |
| <i>We define in advance what kind of information we want to collect</i> | | | | | |
| <i>Within our company, there is a specific unit for competitive intelligence</i> | | | | | |
| <i>Our company knows exactly which internal and external resources should be used to reach our strategic objectives</i> | | | | | |



|  COLLECTION | STRONGLY DISAGREE | DISAGREE | AGREE | STRONGLY AGREE | DON'T KNOW |
|--|-------------------|----------|-------|----------------|------------|
| | 1 | 2 | 3 | 4 | |
| <i>Our company has a variety of methods for collecting information (primary and secondary, external and internal, etc.)</i> | | | | | |
| <i>We use computer-based techniques to extract data</i> | | | | | |
| <i>Prior to collecting information, our company has understood which info is necessary for which people to execute which actions at which time</i> | | | | | |
| <i>Before making a strategic decision, we systematically cross-check all the collected info and its reliability</i> | | | | | |



→ ANALYSIS

| | STRONGLY DISAGREE | DISAGREE | AGREE | STRONGLY AGREE | DON'T KNOW |
|--|-------------------|----------|-------|----------------|------------|
| | 1 | 2 | 3 | 4 | |
| <i>Our company produces intelligence reports and assessments on the development of technologies involved in our business</i> | | | | | |
| <i>Our company assesses various possible outcomes of our competitors' actions as either threats or opportunities</i> | | | | | |
| <i>Our company analyzes our competitors' plans and strategies to predict and anticipate their actions</i> | | | | | |
| <i>Some specific tools are used to analyse such as the SWOT, PESTEL or the power/influence matrix</i> | | | | | |
| <i>Benchmarks are carried out to understand our performance compared to competitors</i> | | | | | |

→ COMMUNICATION

| | STRONGLY DISAGREE | DISAGREE | AGREE | STRONGLY AGREE | DON'T KNOW |
|--|-------------------|----------|-------|----------------|------------|
| | 1 | 2 | 3 | 4 | |
| <i>Our company has a variety of methods for collecting information (primary and secondary, external and internal, etc.)</i> | | | | | |
| <i>We use computer-based techniques to extract data</i> | | | | | |
| <i>Prior to collecting information, our company has understood which info is necessary for which people to execute which actions at which time</i> | | | | | |
| <i>Before making a strategic decision, we systematically cross-check all the collected info and its reliability</i> | | | | | |

2. Knowledge Management and collective intelligence

→ Information Technology

| | STRONGLY DISAGREE | DISAGREE | AGREE | STRONGLY AGREE | DON'T KNOW |
|--|-------------------|----------|-------|----------------|------------|
| | 1 | 2 | 3 | 4 | |
| <i>My company has invested in computer supported knowledge management systems (databases, Intranet, ERP, etc.)</i> | | | | | |
| <i>Information generated by knowledge management systems are regularly updated and revised</i> | | | | | |
| <i>My company cares about computer and information security</i> | | | | | |

→ ORGANIZATIONAL CULTURE

| | STRONGLY DISAGREE | DISAGREE | AGREE | STRONGLY AGREE | DON'T KNOW |
|---|-------------------|----------|-------|----------------|------------|
| | 1 | 2 | 3 | 4 | |
| <i>My company's culture encourages information sharing</i> | | | | | |
| <i>My company promotes knowledge development (i.e. training)</i> | | | | | |
| <i>We try to keep knowledge inside the company (low turnover, rare mergers or reorganization, etc...)</i> | | | | | |
| <i>Knowledge is used to develop creativity and innovations</i> | | | | | |
| <i>The management team clearly communicates about the information that has to be protected</i> | | | | | |

ASE has developed another self-test regarding strategic intelligence, which is available at the following address:

www.intelligencestrategique.be/questionnaire-is/index.html

3. Influence and lobbying

| | STRONGLY DISAGREE | DISAGREE | AGREE | STRONGLY AGREE | DON'T KNOW |
|---|-------------------|----------|-------|----------------|------------|
| | 1 | 2 | 3 | 4 | |
| <i>My company is part of an interest group or a professional association</i> | | | | | |
| <i>My company has lots of partners and alliances</i> | | | | | |
| <i>My company has sufficient resources for influence (technical, network, financial, political, etc.)</i> | | | | | |
| <i>My company has good media coverage and frequent contact with the media</i> | | | | | |
| <i>My company has access to political decision groups</i> | | | | | |
| <i>My company uses new media (viral marketing, buzz, social network sites, mobile marketing, etc.) to influence consumers</i> | | | | | |

STRATEGIC INTELLIGENCE PRACTICE IN WALLOON SMEs



AFTER 5 OPERATIONAL YEARS OF THE STRATEGIC INTELLIGENCE PLAN (ASE):

- 1.800 companies have been made aware of the subject of Strategic Intelligence;
- 182 companies have taken part in a training scheme;
- 101 SMEs have received support and coaching in their working area.

To assess the effectiveness of the Plan, a survey was carried out in 2010 and completed in 2012 in the opinion by the companies which took part in the Plan. The purpose of this survey is to assess the contribution of the various measures to companies as well as to inventory of the needs and expectations of SMEs in terms of Strategic intelligence.

This survey reveals that the overall satisfaction of the Plan is very high and that it meets the expectations of 91% of respondents. 83% of these respondents would also certainly recommend this training to other entrepreneurs.

IN TERMS OF SATISFACTION AND TRAINING INPUTS:

- Average satisfaction for training is 7.6/10
- Average satisfaction for coaching is 8.4/10 and 82% of the coached SMEs feel the support sufficient. These results show the real benefits of the field coaching and vouch for the quality of the experts.
- 70% of respondents have made changes in their management of the information. This percentage reaches 96% when taking into account the changes to come (Fig.1).
- Taking part in the Plan has helped 75% of participants to optimize their knowledge of the market. Indeed, 75% of respondents claim they have been able to identify opportunities and/or threats following the changes made thanks to the training and support (Fig.2).

Figure 1

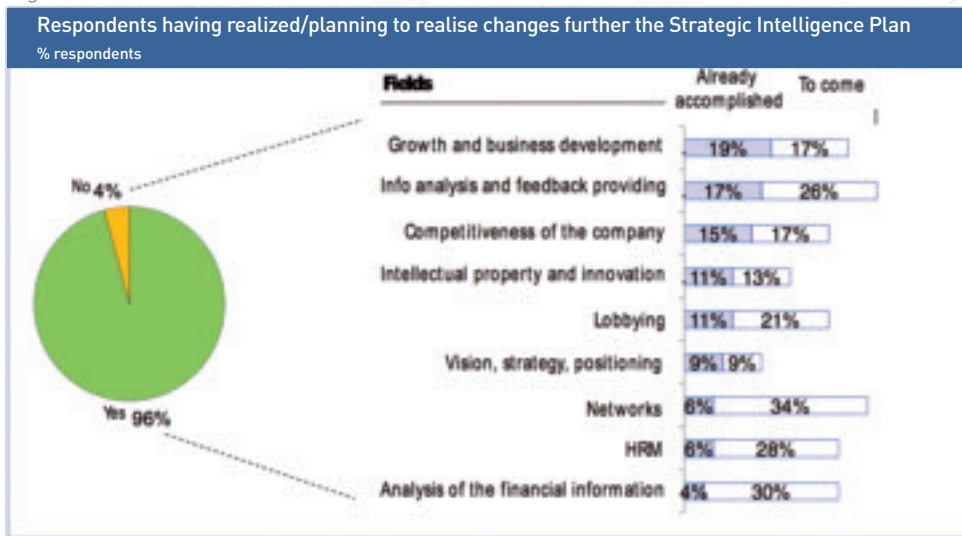
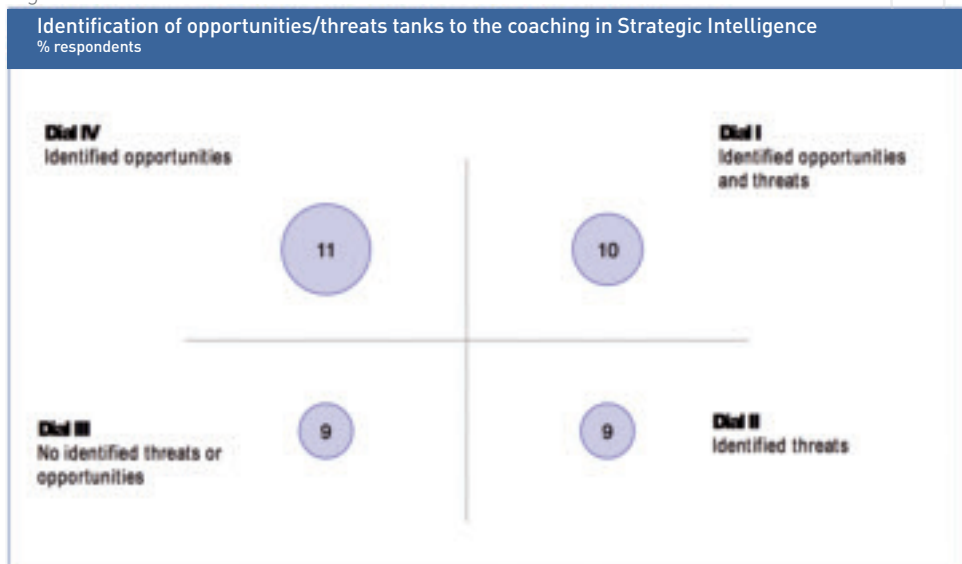


Figure 2

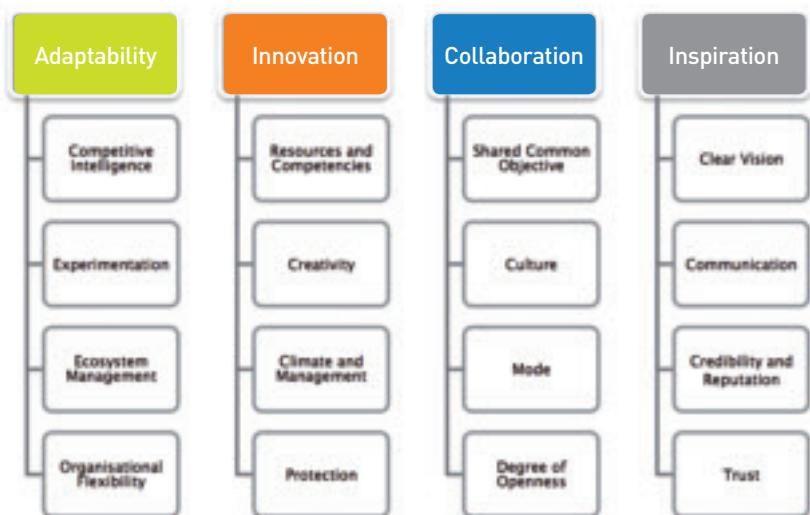


Source: Study conducted by an external institution (Expansion) on behalf of ASE in 2012

FIT FOR THE FUTURE

A SUSTAINABLE BUSINESS MODEL TO CREATE LONG-TERM VALUE

DIMENSIONS AND KEY DRIVERS



Caroline BRAKEL, a Researcher at HEC-ULg (October 2011 to April 2012), Project Manager at ASE and

Nathalie CRUTZEN, PhD, Assistant Professor, Accenture Chair in Sustainable Strategy, HEC-ULg

were mandated and financed by EXIT21 (www.exit21.be) to analyze previous literature and to develop a theoretical model on the dimensions and the key drivers of Sustainable Business Model.

In today's world economic context, companies have to consider new dimensions to become sustainable and "Fit for the Future". Therefore, four crucial dimensions have to be integrated into the management of each company. These four dimensions are **adaptability, innovation, collaboration** and **inspiration**. Firstly, companies have to be able to adapt rapidly to their environment, i.e. to understand changes in their environment and to differentiate themselves

from competitors. Indeed, it is no longer sufficient for a company to be the largest or the most powerful; it must also be able to recover, to regenerate its core business or even to reinvent its strategy. Secondly, companies have to be innovative. In the field of management, innovation can be defined as a rupture between principles, processes and traditional management practices. Therefore, it is vital for a company to innovate with new business models but also with new ways to produce, sell, distribute, and communicate. Thirdly, companies have to be **collaborative** and to take into consideration the potential contributions of all their stakeholders. Finally, companies have to inspire their stakeholders and give extra meaning to their action in order to mobilize internal and external players. For each of these four dimensions, four Key Drivers of success have to be taken into account.

Figure 1: "AICI" Model and Success Key Drivers
This model has been operationalized into a series of key words and questions with the help of Caroline Brakel and Nathalie Crutzen. Exit 21 will work further on the operationalization of this model to SME in the future.



NECESSARY BUT NOT FUNCTIONAL YET!

“In my master thesis, 81 Walloon SME executives were surveyed about their companies’ usage of competitive intelligence (CI) collection, analysis and communication, as well as their perception concerning some organizational characteristics. It was found that Walloon SMEs are not very active in CI, especially in the areas of planning, data collection, data analysis and communication. Indeed, whereas Walloon SMEs have recognized that, theoretically, CI is a necessary activity for maintaining a competitive advantage, in practice, most appear to have undervalued its importance and do not yet have a well-established CI process in their company. Nevertheless, it was found that innovation-oriented companies and medium-sized companies tend to resort more to CI than the followers and small businesses.”

Anaïs Gretry - Alumni HEC-ULg, graduated in 2012



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INTERVIEW WITH PHILIPPE GEERTS MANAGING DIRECTOR AND FOUNDER OF LISTEN



Anne-Christine CADIAT
Teaching Assistant
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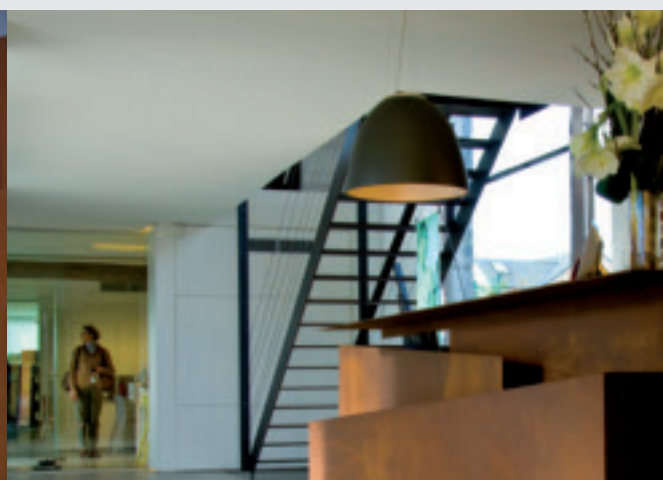
WHO ARE LISTEN'S CLIENTS?

Our clients are often leaders in their field and are interested in knowing their own customers. We work with companies from the Fast Moving Consumer Goods industries, retail, banking and insurance, pharmaceuticals, energy, media, automotive and also the Business-to-Business sector. We do not use a lot of advertising ourselves; our reputation is based on recommendations and word of mouth. We are also ready to support local small and medium sized businesses who want to develop their customer orientation.

PHILIPPE GEERTS IS GRADUATED FROM HEC IN 1989. HE WAS FIRST HIRED BY A CONSULTING COMPANY. AFTER A FEW YEARS, HE JOINED MAGOTTEAUX FIRST AS MARKETING ASSISTANT IN THE INNOVATION DIVISION AND THEN AS CORPORATE MARKETING MANAGER. FOLLOWING THESE VARIOUS EXPERIENCES LOCALLY AND ABROAD, HE DECIDED IN 2003 TO LAUNCH LISTEN, A COMPANY OFFERING MARKET RESEARCH AND BUSINESS INTELLIGENCE SOLUTIONS TO A VARIETY OF CUSTOMERS.

WHAT DOES LISTEN OFFER TO ITS CLIENTS?

LISTEN develops three main initiatives which complete each other. Market research is the first one. Through this service, the company helps its clients listen to their customers. Intelligence, the second one, aims at helping the client automate and improve their information processes. Finally, LISTEN puts data and analytics into a strategic perspective. Based on research and intelligence output, we offer you advice in brand management, communications or positioning matters for example. Through these activities LISTEN has gained expertise in Brand Management, in customer experience or one to one management and in employee engagement.





HOW ARE YOU DIFFERENT FROM YOUR COMPETITORS ?

As we are quite small, we are more flexible and reactive than big companies. Like Colruyt, we focus on operational efficiency. We share a pragmatic, straight to the point approach.

HOW DO THE NEW TECHNOLOGIES IMPACT YOUR BUSINESS?

First there was the internet. In 2006, internet based market research accounted for 15% of our turnover. Nowadays, it is more like 60%. At the beginning we did duplicate the research process to test the validity of the internet as means of collecting data. The internet has the advantage of being less intrusive than the telephone or face-to-face surveys. It is also quicker and more cost effective. In addition, depending on the topic, it can help the respondent give more accurate information.

Then there was the development of mobile research, which is even faster than internet based research. Using mobile channel to reach the consumer allows you to have instant feedback and answers to your questions.

Finally, there are the social media. There is a growing need for brands to track what is said on the social media, forums and blogs.

KNOWING THAT, WHAT ARE THE SKILLS THAT A GOOD MARKETER NEEDS TO MASTER?

A marketer needs to fully understand their product's positioning strategy. He or she has to listen carefully and objectively to customer needs. He or she must also focus on priorities to establish a clear positioning strategy for the brand, product or service. As competition is increasing, it's important to draw a clear targeting and positioning strategy. Last but not least, every marketer needs to innovate and take risks while keeping a critical eye on the situation.

For more information about LISTEN go to <http://www.listen.eu>



INTELLECTUAL PROPERTY STRATEGIC



The Strategic and Geopolitical Intelligence course taught at HEC-ULg to Master's degree students analyses the links between multinational companies and states in terms of the economic relations that have developed since the Cold War.

Between 1989 and 1991, industrial espionage took the place of military espionage and it has been developing ever since. For businesses, it has become a new challenge for the political and economic domination of the great national and industrial powers, which must be taken into account in their strategy. The USA was the first to modify the "intelligence services" into industrial espionage. Other countries such as France and the UK waited until the beginning of the 2000s to react and Belgium made the change after 2005. Since the World Trade Organization was set up in 1995, intellectual property has become a very important issue in terms of globalization, and patents play an essential role in the competition between companies.

The high tech sector has become a major element in the development of industrialized countries. The fight against espionage is taken very seriously. Business strategy must take into account the risk of patent violations. Signatories of the World Trade Organization treaty understood this by strengthening the role of the World Intellectual Property Organization (WIPO). In order to achieve a better understanding of this problem which is little known in Belgium, HEC-ULg students have to carry out an industrial espionage case-study for their examination.

INDUSTRIAL DESIGNS AND ESPIONAGE

The aim of the visit to the WTO and WIPO in Geneva is to explain this problem to our students. Among patents, industrial designs have become a target for espionage. The director of WIPO stressed industrial protection in the IT domain. All communication devices often use the same technology and exchange new patents or sell them to each other. The only difference that can be seen is in the look and the shape of the products placed on the market.

In the framework of the work required from our students, the case between Apple and Samsung is a perfect illustration of the battle over the resemblance between the smartphones and tablets of the two brands. It is the violation of industrial designs which is the main source of this conflict.

THE CONFLICT BETWEEN APPLE AND SAMSUNG

The USA was the first power to develop the information society. However, for several years South Korea has been the country that uses most IT per capita of the population. Within this country, Samsung has become one of the principal motors of the South Korean economy, to the point of being a state within the State. To start with, the USA did not develop mobile telephone technology to the same extent as Europe or Asia. When Apple developed the iPhone, the USA caught up to such an extent that the world leader, the Finnish company Nokia, was overtaken by Apple.

INTELLIGENCE

This situation was very recently overturned by Samsung, who sold more smartphones than Apple (in the second trimester of 2012, Samsung sold 50.2 million of them compared with 26 million by Apple). The Samsung smartphone closely resembled the Apple one. As regards tablets, over the same period, Apple sold 17 million iPads compared with 2.4 million Samsung tablets, which also closely resembled the Apple version.

In the Steve Jobs era, Apple took Samsung to court in the US, South Korea and Japan as well as in Germany and the UK.

The South Korean courts dismissed the two companies with a symbolic fine, taking the view that Apple had benefitted from Samsung technology. By contrast, the Californian court in San José ordered Samsung to pay 1.05 billion dollars. Many observers see a form of protectionism in this decision.

This example demonstrates the commercial war which is an integral part of the strategy of multinationals. It seems that the justice systems in those states where multinationals have their head office often support those who have a position as world leader. This is the case with Apple.

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WICH FUTURE FOR (E-)BUSINESS?

TO PUT IT RATHER BRUTALLY, WE COULD SAY THAT IN NO LONGER MAKES SENSE TO CONSIDER THE FUTURE OF E-BUSINESS SPECIFICALLY. FOR THE Y AND Z GENERATIONS AND THOSE YET TO COME, THE DISTINCTION BETWEEN "BUSINESS" AND "E-BUSINESS" IS ALREADY OBSOLETE.

We must consider this subject in a wider perspective, that of the global digital environment created by the major developments in Information and Communications Technology (ICT). The Digital Economy Rankings 2010 report compiled by IBM and the Economist Intelligence Unit (The Economist) stressed: "Simply put, there are no alternatives but to become more digital with whatever assets are available".

In Creative Wallonia's ICT Master Plan, AWT deciphered this digital environment, identifying 4 major areas, those also adopted by the Gartner Group, one of the major ICT consultants. This structure will also provide the framework for new courses entitled "Business online" and "Online business technologies" in the 3rd year of undergraduate studies.

WEB². A SINGLE WORLD, BOTH VIRTUAL AND REAL

The first area is the increasing integration between the real and virtual worlds. "Web squared" illustrates the new interactions linked to the "multiplication" of the real world by the virtual world. An internet of objects, Natural User

Interface (NUI), augmented reality (and soon humanity), and IT for Green are just some of the concepts linked to Web².

It is thanks to mobile technology that Web² already has a place in our lives. Consumers are becoming ever more mobile and are multitasking, supported by intelligent mobile devices. Thanks to their permanent connectivity and the ecosystems into which they are incorporated, smartphones can respond to our needs and whims any time any place.

Several studies (Juniper Research and ABI Research in particular) also show that "m-commerce" will really take off in the next 5 years, amounting to 25 to 30% of the overall income generated by electronic commerce.

Mobile technology is about to keep its promises (at last) as regards payment, with the general availability of contactless technology such as NFC (Near Field Communication). It will also profoundly change marketing behavior by pushing the limits of personalization and imposing "keyboardless" interaction.

CLOUD COMPUTING. THE WEB AS A SERVICE PLATFORM

The second area is Cloud Computing, that is, moving data, applications or information services to distant servers "in the cloud", now available on demand as "services".

web squared • cloud computing • big data

The major global ICT players are investing heavily in Cloud Computing: IBM, Microsoft, Google, Apple and also Amazon, whose Cloud platform manages more than 700 billion objects with peaks of 500,000 requests per second. A range of innovative platforms has also appeared, such as DropBox or Box.com for storage, Taaski for project management or Wordpress for online publication.

The web is becoming de facto the digital economy platform. Increasingly, e-commerce sites will be constructed as “mashups”, or an assembly of application bricks, rather than being developed “once and for all” by a CMS. Work applications, such as ERPs or CRMs, will no longer be installed by a company, but simply connected to their online platform.

Marketplaces are another “natural” development of e-commerce. They provide a response to SME concerns: growth, profitability and quality of service. Alongside a player such as Amazon, other new offers have appeared such as Ubokiaeverywhere.com which can manage all the aspects of a bulk purchase platform.

BIG DATA. THE POWER OF DATA

«There was 5 exabytes of information created between the dawn of civilization through 2003, but that much information is now created every 2 days, and the pace is increasing», recently stated Eric Schmidt, outgoing Google CEO.

This is the 3rd area: Big Data.

Apart from the **“traditional”** data usually manipulated by businesses, there are now also informal data, basically derived from **“crowdsourcing”**, especially via social media, mobile devices, but also more and more via sensors integrated into everyday objects.

These data are characterized by an unprecedented volume and speed of acquisition. Businesses are faced with an environment that is **“faster than real time”** and which has required setting up **“business analytics”** processes which integrate the research, identification, collection, organization, treatment and visualization of these data. For McKinsey, those businesses capable of implementing the most efficient strategies and tools for improving client knowledge are those that will show average annual growth rates higher than those of their competitors.

In terms of (e)-business, Big Data is already a major concern for businesses. SEO (Search Engine Optimization) is the upstream organization for a business to enable Google to index its information and thus increase chances for the consumer to find its products and services, together with the downstream analysis of traffic data in order to detect its weak points and improve its strong points.

EMPOWERMENT. REDISTRIBUTION OF ROLES

The 4th area is sociological! This is because it has had the major consequence of overturning the hierarchical model of our society. The Forrester Group has dubbed it "empowerment". It is the result of a combination of social media, mobile technology and Cloud Computing.

From an (e-)business point of view, clients of a brand now have at their disposal a unprecedented volume and quality of information. They are able to check a price, consult opinions about products and ask for advice, all from a smartphone. They are able to praise or criticize a brand on the social networks.

34 % of US and 14% of French consumers follow retail brands on Facebook. 30% of British consumers trust recommendations from social networks. Optimization of social media presence is thus a real priority for the distribution sector and for brand names.

Of course, "social commerce" has not yet proved its potential and the true model for the monetization of social networks has yet to be defined. Even so, the perception of opportunities is such that businesses are going to continue to invest in new ways of reaching consumers and involving them more and more closely in the definition of their products and services.



MARKETING BITES BACK

Michaël GHILISSEN,
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DIGITAL TECHNOLOGIES AND NEW SOCIAL MEDIA CHANNELS ARE CRITICALLY TRANSFORMING MARKET-DRIVING STRATEGIES.

While paying tribute to traditional marketing and innovation, large and small pioneering companies are trying to figure out how to shift into higher gear. A few firms seem to have a field day; their boisterous exploits and provocative stunts are interesting but should not blind us to the reality.

The digital interactive transformation in marketing is unfolding on the model of consumer collaboration model, rather than on the model of direct marketing, as previously thought. It lies largely beyond the control of marketers. But it empowers businesses and organizations to embrace a much more proactive engagement model with their customers, collaborate with them, build mutually rewarding relationships, spread ideas virally and deliver business value in innovative ways.

Do we really need new frameworks and planning tools to lead these initiatives? I'd say that fundamentals and basics still matter; and then, there is marketing accountability!

Swiftly extracting consumer insight and creating differentiated products or services will demand a new type of marketing capability. Transitioning brands will require traditional and digital marketing approaches, which are, to a large extent, complimentary.

But, overall, we need aggressive and ambitious firms that crave the excitement and the challenges of these visionary strategies and ... become winners!



THE CHALLENGES FOR FUTURE MARKETING

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Nowadays, marketing is facing challenges from two categories of major changes in society:

- Challenges emerging from technical changes in society like ICT, globalization, Wikinomy (web 2.0), social networking. Let us call them internal challenges.
- Challenges emerging from changes in the society itself, generating an urgent need to review our free market paradigm. Let us call them external challenges. We will focus on these challenges in the following text.

External challenges

The recent crisis has shown the limitations of our free market paradigm (Smith, 1776). Our current market economy is no longer able to correct four major dysfunctions by itself. These are:

- a. Predominance of the short term over the long term (planned obsolescence, overconsumption ...)
- b. Prevalence of individual interests over collective ones ("NIMBY" syndromes, low cost pricings with social dumping, overlooked negative externalities...)
- c. Purchasing power dictatorship: high-margin demands have a greater chance of being satisfied than sustainable ones.
- d. Economic growth tyranny: unlimited growth in a limited world is nonsense (Jackson, 2008).

As a consequence, the major macro-challenge is to switch from a free economy to a sustainable economy by educating the customers, by proposing long term products, targeted to collective interest and by seeking qualitative development rather than mere quantitative growth. As the main mission of marketing is to listen to the market, this is urgently needed but feasible.

Source : LAMBIN, Jean-Jacques, & de MOERLOOSE, Chantal (2012). Marketing Stratégique et Opérationnel, (Strategic and Operational Marketing) 8th Edition, Paris, Dunod. JACKSON, Tim (2008). Prosperity without growth. The transition to a sustainable economy. Sustainable Development Commission (March) (www.sd-commission.org.uk) - SMITH, Adam (1776). The Wealth of Nations, London, Methuen Co.



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International

HEC-ULg's RECIPE FOR AN EFFICIENT DOUBLE DEGREE APPROACH



HEC-ULg has been considering student mobility as a key experience for more than 20 years. Today, our students have various options to internationalize their curriculum: study exchange periods, internships, short field trip programs and/or summer schools. Moreover, the development of our Master programs in English (Masters in Management, Economics and Business Engineering) has definitely increased their internationalization at home.

Marianne SNAKERS

Head of International Relations
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To strengthen our position on the international scene, our IR team, together with our academics, have developed a specific expertise in the double degree approach, in order to offer top-quality students an added value to their student mobility. Our recipe? Academic excellence. Rigour. Selectivity. A touch of flexibility. Trust. (http://www.hec.ulg.ac.be/en/international/double-degrees_11749)

The HERMES network, to which we belong since 2010, is a performance lever which allowed us to settle a privileged partnership with Universität Hohenheim (see hereafter). It will with no doubt help us to build other strategic cooperations in a near future.



Introduction to HERMES network

by **Guido Mantovoni, Professor, Ca Foscari Università di Venezia.** In the modern society, to "know" is no longer enough: it is even necessary to "apply" and to "develop", i.e. you are more and more required **to translate your knowledge into competence.**

By virtue of being the Chairman of the HERMES association, I am in a front line to develop exchanges faculty and cooperates on large projects

with like-minded European and business schools. Hermes has close relations with major corporations and international agencies, as well as their managers and officials, and constantly interacts with the business and

economic environment to assess new issues, implement new techniques, and start new research endeavors. In keeping with the ideals of all its members, Hermes seeks to address the research and education needs of the European and global economy, by favoring cultural progress, international exchange, and economic integration. Hermes conceives higher education as a continuous process that spans the entire professional life of an individual.

<http://www.hermes-universities.eu>

Universität Hohenheim & HEC-ULg

by **Lars Banzhaf, International Relations Director, Universität Hohenheim**

In 2009, the Faculty of Business, Economics and Social Sciences at Universität Hohenheim started implementing Double Master's Degree Programmes with different partners of the HERMES network. Today, the first graduates have left Hohenheim with additional degrees from Pavia, Alcalá and Paris. The first students from HEC-ULg will be graduating in 2013. I am very pleased to have the opportunity to accompany this process from the very beginning and to see this project bearing fruit today.

In Hohenheim, a dynamic faculty with currently over 5,000 students and more than 40 full professors awaits you. The beautiful campus, the large 18th century Hohenheim Palace and its extended historical and botanical gardens create a unique learning atmosphere. Stuttgart and its surroundings are widely known to belong to Europe's most economically thriving regions. The automobile was invented here; the city and region are still the headquarters and main manufacturing sites of the renowned automobile manufacturers of Porsche and Daimler. In summary: an interesting and dynamic region to stay and a beautiful place to study.



TESTIMONY, LOUISE FORTEMPS, 1ST DD STUDENT AT HOHENHEIM

Doing the Double Master Degree in Hohenheim is definitely one of the best experiences in my life.

This gives you the opportunity to combine two wonderful advantages. The first one is obviously that the agreement between HEC-ULg and the University of Hohenheim enables you to get two degrees within two years (you don't lose time)!

Even if I cannot say so far that two degrees give you twice the chance to get the job you want, it is for sure a big advantage for your future job search.

As far as I am concerned, I chose the double degree in Economic Analysis and Public Governance. The professors from Hohenheim are really good ones. I learnt a lot from them.



The second big advantage is that you are living as an "Erasmus" student (even if you are not). Every day you learn about German culture, get to know other international students or discover the city of Stuttgart and the surroundings. Studying abroad is definitely the best experience in my life!

Don't hesitate, just do it.



our facebook page
<https://www.facebook.com/HECULgInternational>



Partenaires

Portrait of Marc Beaujean, Alumni 1986, Member of the P&V Executive Committee, the 2011-2012 Graduation Patron and Captain of the CXO Commission of HEC-ULg Alumni



Sandra DELFORGE

Head of Corporate Relations & Alumni Network

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For the last 3 years, our final year students have had the pleasure of having a Graduation Patron. Following Thomas Leysen, at the time President of the FEB, and Christophe Navarre, alumnus and CEO of Moët Hennessy, you are going to be this year's Patron. How do you see your role?

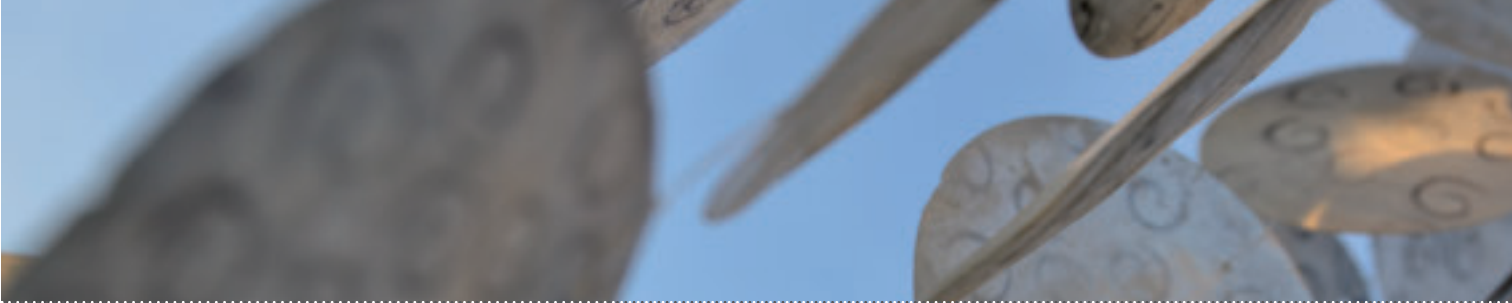
By accepting the role of 2011-2012 Graduation Patron, I became aware of the importance of sending the right message to those who will be our leaders of tomorrow, in the worlds both of business and of society, both in our Region and outside, since our Alumni have a strong tradition of mobility. That is why in my address to this year's graduates on September 15th, entitled "Testimony for our leaders of tomorrow", I placed considerable emphasis on 2 areas which, in my opinion, are of key importance:

- in a world where incertitude is (and always has been) the rule, the values we believe in are our best compass. My path has been as atypical as that of quite a few graduates of the School of Business Administration in 1986, but what has given it meaning and, in the final analysis, satisfies me is that it matches the values I believe in. We are all different and we all have our own values. Nevertheless, the adage "know thyself" is true for each one of us. At the start of a new stage in life, knowing what we believe in, what we like and what we don't is an indispensable gage of success;
- our region, Wallonia, and the Liege region in particular, is starting its recovery. A major contributing factor has been an improved climate between political and economic players. Commendable initiatives such as the Marshall Plan 2.0 Green have led to undeniable economic success in the private sector, such as for

example Eurogentec, which I helped create in 1986, Mithra-Uteron, definitely the Liege SME to follow, not to forget numerous others which I detailed in my first meeting with the students of this graduation class. The message is clear: it is important that our leaders of tomorrow devote themselves to the redeployment of this Region in which, for some of them, their own children will also live. A cutting edge University, SMEs that are innovative and active in the export market, supported by the salespeople, financiers and managers who have graduated from our School, will be the principal motor of our future success.

After your studies at the School of Business Administration, you worked first of all for the Société Générale de Banque before joining McKinsey where you became Director. As a specialist in the banking sector, you lived through some difficult times. Do you think that changes within the regulatory context in which banks operate will allow them to finance the development of the economy?

The facts are that Belgian banks have granted 88 billion euros in credit since the start of the crisis in 2007, having collected deposits of 79 billion euros in savings in the same period, according to Febelfin's uncontested figures, despite an environment in which credit risk, both private and societal, remained very weak, without there being any indication that numerous demands for credit were unsatisfied, even though some specific issues exist and banks have become much more prudent, especially as far as mortgages are concerned. Thanks to our being rooted in the strong Euro zone countries, a situation which must continue, the cost of funding our businesses is only a fraction of what businesses in the south of Europe have to



pay. The main variable thus remains a healthy economic policy and strong control of the public debt. The so-called Basel III standards will also create impacts. All things being equal elsewhere, it is estimated that the increase in credit costs linked to the implementation of Basel III should be from 40 to 50 basis points for simple corporate credit to 60 to 80 basis points for structured funding. These impacts could be even stronger if the banks fail to meet their needs for additional capital by 2019, estimated to be about €1,100 billion for European banks. One can reasonably suppose that the Basel III regulations will be applied with a certain amount of pragmatism....

Since the beginning of July, you have been a member of the Executive Committee of P&V. From being an advisor to holding an executive role, what have been your first impressions?

I was well acquainted with the P&V Group, its workforce and its values, having been an advisor for a long time, since 1994 in fact. I had long held an ambition to move from an advisory capacity to management: advising is good; doing is better! My first impressions are very positive: the atmosphere and the team spirit within the business are wonderful, there is real potential. As far as I am personally concerned, although my colleagues should give their point of view on this, I have the impression that my integration went pretty smoothly and that so far I have managed to avoid most of the pitfalls which regularly trap consultants who become managers.

You also play an important role within the HEC-ULg alumni network: you are a member of the Alumni Advisory Board, but you have also accepted the post of captain of the CXO commission. What is this about? And why are you prepared to make such a personal investment in your Alma Mater?

There are three reasons for that. As everyone in Liege knows, *L'êdge t'êdi* are no empty words: once you become a citizen of Liege it will continue and, indeed, it always gives me great pleasure to come back. Quite seriously, I am 100% convinced that one of the principal motors of recovery for our region is a successful university that is rooted in its region and is very outward looking worldwide. For this to be the case, it must have a strong and connected network of past students, even if most of them no longer live in Liege. It is self-evident, and it is what the major US and French universities have always done. At a time when regional issues are so important, the link with HEC-ULg has given a new dynamic which we must support. In just a few years,



progress has been impressive, even though much remains to be done. Finally, "giving back to society" is a key value for me. Like others, I am a product of the Belgian "social elevator", which is still in operation: having benefitted from it myself, it is only right that I should give back in return, and helping my Alma Mater is the main way I have chosen, for the reasons mentioned above.

Join HEC-ULg Alumni Network-Gala Evening on Saturday 17th November

The next big event organized by HEC-ULg Alumni is a Gala Evening on November 17th at Liege Airport. What are the aims of this event?

There are three objectives. First of all, it is to celebrate. In Liege, we still have a tendency to run ourselves down and make fun of ourselves. The mere fact of having the ambition to organize such an event is in itself a cause for celebration, because even 5 years ago it would have been unthinkable. So let us celebrate the resurgence of the School. Secondly, it is a further opportunity to reinforce the links between past students and to continue the dynamics mentioned before. Thirdly, it is a demonstration of how the School is rooted in its industrial fabric. I am particularly pleased that Professor Foidart, whose vision has led to the creation of several hundred jobs in the Liege area, will be the guest of honor at this event, enhanced by the presence of our Prime Minister Elio Di Rupo.



Education

OpenBordersMBA

latest events



TWO YEARS AGO, THE IDEA OF CREATING AN MULTILINGUAL EXECUTIVE MBA BROUGHT TOGETHER THREE PARTNERS: FH AACHEN, UNIVERSITEIT HASSELT AND HEC-ULg. THEIR OBJECTIVE ? TO BUILD A PROGRAM DESIGNED FOR « **HIGH POTENTIAL** » YOUNG MANAGERS WHO HAVE THE AMBITION TO LEAD STRATEGIC MISSIONS IN AN INTERNATIONAL CONTEXT, AND FULFILLING THE NEED OF EUROREGIONAL COMPANIES TO TRAIN THEIR HIGHEST PROFILE MANAGERS WHILE RETAINING MANAGEMENT OF THE PROJECT INSIDE THE COMPANY.

THE **OPENBORDERSMBA** IS NOW ABOUT TO START WITH 11 PARTICIPANTS. THIS IS A SHORT SUMMARY OF THE LATEST EVENTS IN THE DEVELOPMENT OF THE PROGRAM.

→ **JANUARY:** Press Conference for the Official Launch of program in Eupen by the Minister-President Karl-Heinz Lambertz, host of the **OpenBordersMBA** on behalf of the German Speaking Community, and its 3 partners, represented by their Directors and Deans ; Grenz Echo (January 27th, 2012), La Meuse (January 27th, 2012), De standaard and Het Nieuwsblad (February 17th, 2012) and BRF-radio and BRF TV <http://brf.be/nachrichten/regional/327628/> recount the event;

→ **FEBRUARY:** Sandrine Gasc joins the team as Marketing Manager of the program, in charge of contacts with companies and candidates;

→ **MARCH:** Sales plan in Human Resources Departments is a success : 12 companies promise to send participants within the next 3 years;

→ **APRIL:** Academic Board approves consistency of **OpenBordersMBA** 14 seminars vis à vis the program goals in terms of level of content, diversity of cultures encountered, richness of in-the-field learning methods;

→ **MAY:** Presentation of content to financing companies and their candidates in Eupen;

→ **JUNE:** Start of candidates selection and interview by Admission Committee. It will last until September. Eleven candidates have been selected;

→ **JULY:** Article in La Libre.be speaks highly of Executive MBAs-<http://www.lalibre.be/economie/actualite/article/751109/part-time-mba.html>

→ **AUGUST:** Registration process for 14 participants;

→ **SEPTEMBER:** Opening session of required modules, meeting with professors and fellow participants, presentation of course material and **OpenBordersMBA** portal.

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Picture: the team of the **OpenBordersMBA**: Wilfried Niessen, HEC-ULg; Tinne Lommelen, UHasselt; Christine Amory, HEC-ULg; Mélanie Reinders, FhAachen; Sandrine Gasc, HEC-ULg




NEW CONCEPTS FOR HEC-ULg ALUMNI NETWORK

HEC-ULg Alumni Network is now focusing on creating events to match each group of graduates' needs and interests:

- **The Think Tank "START"** is working on the question "how can Alumni help future graduates find an exciting first job ?" Surveys will inform us about HEC-ULg Students' expectations towards the Alumni network. Speed meetings between students and graduates will take place in a relaxed atmosphere to increase and stimulate contacts.
- **The Think Tank "Networking"** is developing a new idea of "ConHEction Dinners": Alumni and HEC-ULg academics will from now on meet in smaller groups (15 persons) to share views and opinions about one specific topic. Networking is still at the heart of the Think Tank's work through Roadshows and wine tasting events.
- **The Think Tank "CxO"** is very active with the organization of the **17th November gala dinner**. The whole team is on board to prepare a wonderful and entertaining evening.

Watch out, we will soon be in touch with a detailed calendar of events.



Si vous voulez tirer le meilleur de vous-même, Acerta est votre partenaire.

Acerta est le partenaire de Tia Hellebaut et de Kevin et Jonathan Borlée, leaders en ténacité et esprit d'équipe.

Tia Hellebaut et les frères Borlée veulent toujours tirer le meilleur d'eux-même. Par un dur travail. En se concentrant. Et Acerta les soutient grâce à son partenariat. Acerta fait en sorte qu'en tant que starter, indépendant et entrepreneur, vous puissiez, à l'instar de Tia et des frères Borlée, vous concentrer à 200 % sur vos tâches-clé. Avec une administration sociale et salariale, des services RH personnalisés et une expertise appropriée. Si vous voulez savoir combien il y a de Tia ou de Borlée en vous, contactez Acerta.



Rencontre

Jean-Louis Beffa and the paths towards reindustrialization

Jean-Louis Beffa is a major figure within the global economy. He was CEO of Saint-Gobain for over 20 years and is currently managing the Asia branch of Banque Lazard. Among other companies, he is a member of the Siemens Supervisory Board. Recently, the French government asked him to carry out a study on competitiveness in business and the revival of economic cooperation between France and Germany. At the invitation of the SRIW, in partnership with HEC-ULg, Sowalfin, SOGÉPA and CESW, he will attend a conference in Liege on October 25th on the reindustrialization of Europe



Eric WINNEN, General Manager of dialectiq and ULg partner - twitter.com/EricWinnen

C O N F É R E N C E



HORS SÉRIE
Les Business Conferences
de la SRIW

JEAN-LOUIS BEFFA
25 OCTOBRE 2012 | 18H45 | HEC-ULG
**LES CHEMINS DE LA
RÉINDUSTRIALISATION**

CONFÉRENCE DE JEAN-LOUIS BEFFA
Président d'Honneur de la Compagnie de Saint-Gobain et Chairman of Lazard Asia Financial Advisory
HEC-ULg - RUE LOUVREX 14 - 4000 LIÈGE
Inscriptions sur www.sriw.be

Organisé par  En collaboration avec    

We are in Paris, on Boulevard Haussmann. We enter Banque Lazard, one of the most influential business banks in the world, where we are received by a smiling and affable Jean-Louis Beffa. He is both impressive and straightforward and he soon sets the tone of the interview: "The message I would like to deliver to the Belgian public basically concerns the role played by states in the process of reindustrialization in Europe. They must abandon the liberal-financial model which is not suitable for the situation in which we are living and move closer to the model that I call "industrial-commercial", which is a feature of at least four countries in the world which are, in my opinion, creators of success: Japan, South Korea, China and Germany. These are clearly mercantilist countries who reject the supremacy of the shareholder, who are against a stakeholder form of capitalism, who support long-term policies, and who prevent hostile take-over bids."

YOU SET GREAT STORE BY THE GERMAN CORPORATE GOVERNANCE MODEL

Yes, because in this model the unions participate in joint management systems, they are on the board of directors, and this challenges them to leave behind their policy limited to demanding and move towards a policy of cooperation, with the assurance, in return, that the company strategy will integrate the requirement for at least part of the production to take place nationally. It is what I see every day at Siemens and it works!.

REINVENTING FACTORIES

SO WE SHOULD BE MOVING TOWARDS A EUROPE BASED ON THIS MODEL?

Absolutely. We do not want a Europe which has increased regulations in favor of the consumer and which has strangled European producers, who find themselves battered by international competitors who laugh at the way we penalize ourselves. In this regard, the Directorate General for Competition of the European Commission is clearly the biggest enemy of European economic policy in its overwhelmingly European, and not global, vision !

STILL A EUROPE OF 27 NATIONS?

No, I believe that the only Europe of the future is a Europe of the euro, moving towards a much wider integration and adapting this industrial-commercial model I mentioned. Otherwise we shall end up with the gentle yet morbid decline of the Greek companies.

I believe that the only Europe of the future is a Europe of the euro

JEAN-PASCAL LABILLE, YOU ARE PRESIDENT OF THE SRIW. YOU INVITED JEAN-LOUIS BEFFA TO LIEGE. WHY HIM?

Above all because he is of the same standing as the personalities we have invited over the last few years for these major conferences such as Nobel prizewinners, and recognized experts for conferences with a more specialized theme. Jean-Louis Beffa is a top ranking figure in the economic and industrial world. His viewpoint is in contrast with the purely financial and budgetary viewpoints of the European leaders. It is no coincidence that, having issued a report on industrial policy for President Chirac some years ago, he is currently working on a large-scale study for the new French government.



HE IS COMING TO SPEAK ON "PATHS TOWARDS REINDUSTRIALIZATION": WHAT IS YOUR ANALYSIS OF THE SUBJECT?

Obviously we are working in this direction at SRIW and we are right in line with the Marshall Plan 2.Green and the policy of poles: to contribute to reindustrialization in defined sectors and increase these efforts, without too many constraints. It is not just a challenge, it is a matter of survival. Innovation is clearly essential in this context, as important as the need to consolidate local stakeholders.

NOT EASY IN A WORLDWIDE DEREGULATED CONTEXT WHEN EUROPE HAS NO REAL INDUSTRIAL POLICY!

There will indeed be much to say on these subjects, and we shall have the opportunity to debate them with Jean-Louis Beffa. As far as I am concerned, I would emphasize the role of Europe, which must have a strategy which necessarily involves innovation, high-quality education and some form of regulation for globalization. It is not only essential for producing wealth and creating jobs, but also for social cohesion, something that is not discussed enough. Because, by losing a large part of its industry, Europe has experienced a weakening of the social cohesion that had been created by industry. This, in my view, presents a major danger, which reindustrialization will help to curb.



Agoria is the Federation for the Technology Industry. Its mission is to defend the interests of the businesses involved in its 13 sectors of activity and to improve the social and economic environment for businesses on the regional, federal and European levels. Mechanics and mechatronics, IT, industrial automation, electrotechnics, metal products, construction products, metals and materials, contracting and maintenance, plastics and composites, the automobile industry, security and defense, aeronautics and aerospace, assembly and cranes: these are the cutting edge industries to which the 200 Agoria advisors devote their energy to serve their members by lobbying, collective action and networking. In Wallonia, these sectors amount to a total of over 3,000 businesses and almost 60,000 employees (representing 40% of the industrial workforce) with a turnover of more than €13 billion.

WE MET THIERRY CASTAGNE, CEO OF AGORIA WALLONIE, IN ORDER TO ASK HIM ABOUT THE FUTURE OF THE FACTORY AND THE INDUSTRIAL REDEPLOYMENT OF OUR REGION.

Thierry Castagne, what are the special features of the technological industry?

Here are three important figures:

- 73%: this is the percentage of turnover achieved by Walloon technological industry exports, representing over 8 billion. This makes the technological industry one of the heavyweights of the regional economy.
- 2/3: this is the proportion of jobs in technological industry businesses which depend on foreign shareholders. Consequently, it is essential that our region be appealing and competitive, particularly in terms of labor and energy costs, if we want these multinational groups to continue investing here.
- € 344 million: this is the sum spent in 2009 on research activities by the sectors of the technological industry, which employs almost 3,000 researchers. Even at the height of the crisis, the technological industry was investing to ensure its future.

I remember the headline of one of the interviews you gave to the press when you became CEO of Agoria Wallonie: "Wallonia today is better than it was yesterday, but not as good as it will be tomorrow!" How does Wallonia look today, in industrial terms?

In terms of the 13 sectors of the technological industry, the situation has developed in a positive way following the decline produced by the 2008 crisis, when turnover fell by 20% and employment by almost 10%.

Today, the technological industry is still 8% below its pre-crisis level, with a slight upward trend: exports have

recovered to a reasonable level and the employment situation is slowly improving (+1.1% in 2011).

The next few years are still going to be difficult for industry. 2012 is subdued, and the outlook for 2013 is not much better.

It is for these reasons that Agoria wants priority to be given to support for industry, in particular by concentrating on the efforts of the poles of competitiveness established by the Marshall Plan.

Will economic redeployment in our region be achieved via a selective industrial policy favoring the poles of competitiveness established by the Marshall Plan, and clusters?

The poles of competitiveness have now reached their cruising speed, so it is an opportune moment to take stock and assess their positioning compared to their European counterparts. As a key measure of the first Marshall Plan in 2005, the poles of competitiveness can be summed up as a grouping of players - businesses, universities, research and training centers - in order to carry out economic projects in a growth sector. These sectors, selected by an independent jury are the following: mechanical engineering (Mecatech), aeronautics (Skywin), the food industry (Wagralim) and life sciences (Biowin), to which environmental technology (Greenwin) was added in 2011.

This summer the 8th call for projects was closed, and the poles are currently well established in the economic landscape in Wallonia as well as beyond the regional frontiers. A study undertaken by ULB (Professor Capron) seems to indicate that some of the poles are sufficiently well developed to aim for a European or even worldwide profile. This is a win-win situation for the businesses taking part and for the region as a whole!

REINVENTING FACTORIES

In addition to the poles, the Federation supports a range of upstream technological clusters that complement the poles of competitiveness: Infopole ICT cluster, Tweed (energy-environment) and e-health. These are sectors of rapid growth which also represent opportunities for the Walloon economy.

Industry must respond to the important challenges linked to major social issues (employment and competitiveness, global warming, shortage of fossil fuels, health and the ageing population, etc.) by designing and producing new materials in addition to new and ever more cutting edge technologies. How can we do this?

Agoria Wallonie has identified 3 challenges which must absolutely be taken up by the technological industry.

1

First challenge:

“No future without technology”. Technological activity in Wallonia must be maintained and developed by promoting innovation. There should be tax breaks for R&D (for example, by increasing exemption from withholding tax for researchers), and access to regional and European research programs should be made easier for SMEs who, as small structures, cannot afford the high administrative costs.

2

Second challenge:

“No future without technical skills”. We are still plagued by a shortage of technological skills. Agoria has promoted the careers and studies of technicians, engineers and IT specialists for several years now, with its partners in education and the universities (cf. www.ingenieur-metiers.be). As regards quality, the Federation acts to adapt training programs continuously, in line with the needs of industry. It is also active in pedagogical innovation in terms of internships and work-based courses; for example, with its members it was behind the work-based master's degree program in production management (Hautes Ecoles).

3

Third challenge:

“No future without green technologies”. Agoria wants to place the technological industry in the dynamics of the “green economy” and has identified 2 paths to this goal: reducing the environmental impact of its member industries while maintaining their competitiveness; and promoting new green technologies and services.



This is because industrialists want to speed up and make a success of this indispensable ecological transition, so Agoria Wallonie wants to play a unifying role in business development by basing its actions on innovation and greentech [...] and to act as a catalyst for sustainable industrial development initiatives, as stated in our strategic plan for 2011-2013.

Last but not least, the technological industry, with its significant international dimension, needs to be appealing and competitive if it wants to maintain and attract investment into our region. Innovation, training and competitiveness but also a more stable social climate are the priorities for Agoria in order to provide a future for the industry in our region.

A study is currently under way to show the perception of the industry among young people. It was commissioned by the IFP and will be carried out with Professor François PICHAULT of HEC-ULg. The results and their analysis will be the subject of an article in the next issue of *SPIRIT of Management* (February 2013).

Nathalie HOSAY
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Partenaires

A step into the future



Prayon, a global leader in phosphate production, is an important player in today's changing industrial world. The Liege-based company has recently obtained a license to produce phosphate-based materials (lithium iron phosphate or LiFePO_4), which is essential for the new generation batteries used in electric vehicles. There are few businesses world-wide that possess such a license, even though this is a booming market.

"Together with Umicore, the world leading producer of battery materials, we have recently set up a joint venture called beLife," explains Yves CAPRARA, the CEO of Prayon. "All the materials produced will be used in batteries destined on one hand for energy storage applications, on the other for electric or hybrid vehicles. Although it is difficult at this point to make exact predictions for a product which is in the approval process, the indications are rather good. The electric car must be the solution for the future. By 2020, electric cars will amount to between 5 and 10% of total vehicle sales".



And the new turnaround by the European Union, which now wants to limit use of "conventional" organic fuels, appears to be good news in this context!

"Access to raw phosphate is guaranteed by our close links with OCP SA (Office Chérifien des Phosphates, Morocco), which holds 50% of our capital. Strengthened by the leading role of Umicore in the field of materials for batteries, beLife is ideally placed to supply high quality lithium-iron phosphate-based materials".

Prayon is the perfect example of a company which has developed significantly over recent years and which is fully committed to facing the huge challenges of the future, in particular in terms of the environment, energy and resources.

"We must bring industry back to our regions because we cannot live from the service sector alone. As a world leader in high quality pure phosphoric acid, the development of processes which respect the environment is at the heart of our strategy", emphasizes Yves Caprara. "HEC has an essential role to play in the training of marketing, accountancy and financial teams and of future managers by enhancing their awareness of environmental issues such as the life-cycle of products. Let us direct R&D and innovation towards this end. That is the mission of Greenwin, the Walloon pole of competitiveness, which is driving innovation in environmental technology".

REINVENTING FACTORIES

The capacity to hire engineers and specialist technicians as well as a skilled workforce is an essential element in the development strategy of the company. Industrial jobs do not have a sufficiently positive image, and this sometimes results in a shortage of technicians, whether university-trained or not.

“Let’s stop attributing value only to lawyers and doctors in TV series”, fumes Yves Caprara.

Prayon is a partner of HEC-ULg. The company finances scholarships for students and invests financially in research. The latest such project is that led by Professor Lionel Artige on innovation in very small industries.

Nathalie HOSAY

Head of External Affairs & Communication Department
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MEETING TOMORROW'S CHALLENGES WATER / ENERGY / NUTRITION

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Recherche

Innova Project, research program on business innovation

Lionel Artige, PhD

Associate Professor in Economics
Program Director of the Master in Economics
lionel.artige@ulg.ac.be



Innova Project is a research program on business innovation launched by a team of HEC-ULg economists in 2009. The program is financed by GRE-Liège, Herstal Group, Meusinvest and Prayon.

The purpose of this program is twofold:

To create a database and indicators of innovation among Belgian companies. Data is collected through a questionnaire including qualitative and quantitative data and through interviews with senior managers. The survey is conducted throughout Belgium and in all branches of activity for a specific sample of businesses selected so as to meet statistical standards. Many interviews have been carried out since 2009 in businesses from different sectors (industry, energy, telecoms, grocery and retail and transport, etc.). These interviews have turned out to be very useful for assessing and adjusting the adequacy of the questionnaire to the economic realities of the business sector. In fact, the interviews are a very good way of linking the practical problems facing senior managers and the abstract toolbox of economics research. In addition, information and data

obtained from the selected businesses will provide future scholars with historical records on economic activity at the company level.

To organize a forum on innovation and business performance. This forum brings together business people, government officials and academics who share information, knowledge, and experiences about innovation. The meetings of this forum have helped to design the questionnaire used for the research program and to bring feedback on innovation from the business sector.

The project has so far primarily focused on businesses with more than 50 employees. But the Innova Project team is launching a new website, rankmycompany.com, dedicated to businesses of all sizes. Any entrepreneur can fill in the questionnaire on the website and obtain indicators on economic performance and innovation of his business relative to competitors or other businesses in general. The website contains a software program which calculates the ranking of the business for a few performance and innovation indicators. The entrepreneur can choose the

FACTORIES

REINVENTING

range of the ranking: Belgium, a region or a province, a branch of activity or company size, etc. With this website, any entrepreneur can obtain statistical information about his market. The access to rankmycompany.com requires personal registration but it is free to use.

For further information on Innova Project or on rankmycompany.com please visit our websites or contact us:

Innova Project website:

<http://www.hec.ulg.ac.be/enseignants-chercheurs/innova-project>

rankmycompany.com website:

<http://www.innova.ulg.ac.be/>

A presentation of HEC-ULg Executive School training courses
TEAM LEADER: THE ESSENTIALS OF MANAGEMENT



GET YOUR CO-WORKERS MOBILIZED, MOTIVATE THE TROOPS AND ACKNOWLEDGE WORK WELL DONE!

A manager's role is to motivate his co-workers to work towards a common objective while keeping uppermost the interests of the organization. They should coordinate their actions and federate their work to attain this objective.

Of course, an effective leader should inspire confidence and team work, create a common identity, exploit the different talents of the group members like the conductor of an orchestra and attempt to predict and influence all changes.

Nowadays, however, the role of a manager goes well beyond this: he must prepare the teams to work in an environment in which the hierarchical structure is fading out in favor of a project-based approach. Increasingly, businesses are matrix-like organizations, and that has a considerable impact on the manager's role.

HEC-ULg Executive School is offering managers a range of programs in preparation for this essential role. One of these is the training course entitled Team Leader: the Essentials of Management.

It is aimed at junior levels of supervision and junior managers. It addresses three main areas: self-knowledge, management of interpersonal relations and management tools. The aim of this program is to develop participants' skills in these three areas.

WOULD YOU LIKE TO RECEIVE THE PROGRAM OF THIS TRAINING COURSE? CALL 04/232.73.10



Education

Discovering the industrial world



Within the framework of the Skills Portfolio, HEC-ULg is offering Bachelor's and Master's degree students two workshops which will address industrial issues



“DISCOVERING THE INDUSTRIAL WORLD”, A WORKSHOP LED BY JACQUES PÉLERIN (ARCELORMITTAL) AND LIONEL ARTIGE (HEC-ULg)

The media have spoken at length about the deindustrialization of western economies and the relocation of many industrial jobs to developing countries in Asia, Latin America or Africa. Since the crisis, the media have been talking of **THE NEED TO REINDUSTRIALIZE OUR ECONOMY**.

“Industry is one of the most productive, innovative and competitive sectors of activity”, points out Lionel Artige. “In addition, a large part of the service sector works for industrial companies. Consequently, a significant portion of the economic growth of a country depends directly or indirectly on industry. This is why countries must maintain a strong industrial sector”.

The workshop will enable students to become more familiar with the industrial fabric of the province of Liege by visiting three industrial companies in the region (Arcelor, Techspace Aero and Eurodiesel) and to be better informed on the jobs that will be available to them in the industrial sector: sales, marketing, accountancy, communication, etc. Finally, this experience will help them to choose the sector or even the company in which they will spend their internship during the second year of the Master's degree program.

NEED TO REINDUSTRIALIZE OUR ECONOMY

REINVENTING FACTORIES

“THINKING ABOUT ENERGY ISSUES IN THE CONTEXT OF SUSTAINABLE DEVELOPMENT”,
A WORKSHOP LED BY LAURENT MINGUET AND AUDE NIFFLE (HEC-ULg)

A range of issues will be discussed in the course of a program of 4 conferences based on reflection and discussion: the context and the issues involved for energy in the 21st century; the technologies available to respond to energy challenges; the Belgian energy market and the opportunities it presents, and Corporate Social Responsibility.

Energy, the basis for development

The ability to harness energy has always preceded the development of civilizations. Whether it be fire, coal, oil, nuclear power or gas, energy is at the basis of nearly all activities, including the so-called virtual technology of the IT world. Indeed, the amount of embodied energy in computers and the electricity consumed by data centers counts for a significant proportion of the energy supply. All industrial processes, domestic needs, forms of transport, and the production of water and food, are fuelled by energy.

For a generation now, the perpetual search for energy has been complicated by the problems caused by its very consumption, whether it be fossil or fissile energy. Only renewable forms of energy will make it possible for us to avoid climate change or the risks of nuclear power.

In contrast to traditional forms of energy, which are based on ever-decreasing stocks leading inevitably to rising prices, renewable forms of energy are becoming progressively cheaper as technology progresses. The time will come when renewable energy production will be more competitive than traditional production. Hydroelectric power in Canada has been the most competitive form for a long time now. More recently, electricity produced by generating photovoltaic power in Senegal has become more competitive than that produced in the power stations fired by heavy oil.

Today, the planet is consuming only 12% of renewable energy in a global energy market estimated at €2 billion. If we increase this proportion by 1% each year, by the end of the century we shall be using only green energy; as production costs fall, it will bring about a virtuous circle for the world economy and development.

Engineers, entrepreneurs and technicians constitute the army which must conquer this prosperity.



Laurent MINGUET



Events & News



HEC-ULg Entrepreneurs Closing Grand Jury “International communication” June 21st, 2012 – Ferme du Banneway

Cindy SCHAUSS, Head of Sales and Marketing at Pierre & Nature Luxembourg; **Nicolas STEISEL**, CEO Exki, President of Jury 2
Pascal DEPRAETERE, Director, PwC, partner of HEC-ULg Entrepreneurs
Max JADOT, CEO BNP Paribas Fortis and President of Jury 1, gave a talk entitled “Challenges facing the banking world: are we ready to overcome them?”



ID CO Evening, when creativity becomes co-creativity Organized by ID Campus - MAMAC – June 28th, 2012

Jean-Claude MARCOURT, Minister of the Economy, New Technologies and Higher Education; Prof. **Jean-François LEROY**, expert in the social psychology of groups and organizations, initiator of the project, and **Bernard RENTIER**, Rector of the University of Liege
David VALENTINY, Director ID Campus and **Thomas FROEHLICHER**, Director General and Dean of HEC-ULg



Graduation ceremony September 15th, 2012 – Amphis de l'Europe (Europe Conference Halls)

333 happy students join the network of 13,000 HEC-ULg graduates #HEC_ULg4ever

Marc BEAUJEAN, patron of the 2011-2012 graduation class, member of P&V Executive Committee

Anaïs GRETRY, Management Sciences graduate, Head of Graduation Class, recalls 5 years of study and celebration at HEC-ULg



Induction day for 1st year bachelor's degree students at HEC-ULg September 17th, 2012

More than 60 different nationalities will live and interact daily in our classrooms. Welcome to you all at #HEC_ULg!

Awards and honors

Jennifer Troisfontaine, HEC-ULg Alumni, received the Trends Woman Award in the Starter category last June.

In 2008, she founded Ze Agency, a company which rents out furnished apartments in Brussels and Liege, acting as an intermediary between the owners of these top-quality homes and tenants who – for professional reasons, for example – are looking for somewhere to stay for a longer period, rather than in a hotel. **Anne-Marie Heller**, CEO of Defimedia and colleague of Annie Cornet (EGiD, HEC-ULg), has won the award in the Managing Director-CEO category. Through this award, Trends Tendances and the Diane network intend to demonstrate the role of women entrepreneurs and increase their visibility.

Doctorates

Congratulations to two new doctors in economics and management sciences at HEC-ULg in June 2012.

Annamaria Heuer, doctoral grant 2008 to 2011: "Perspectives on parameters influencing entrepreneurial intentions"; **Mélanie Lefevre**: "Poverty Alleviation in Developing Countries: the Role of Intermediaries and Transport Costs in Agriculture".

Tribute to Sergio Perelman

Last June, HEC-ULg organized a conference on the theme of "The performance of the welfare state", which brought together many international experts to honor Sergio Perelman, Professor of Economics and Director of the Center of Research in Public Economics and Population Economics, in recognition of the whole of his academic career.

Go Business Awards

A team of HEC-ULg students, composed of **Céline De Leo**, **Lara Cocconi**, **Gaëtan Dengis** and **Yaçine Fahmi**, took part in the Business Plan «Go Business Award» competition organized by the FEB. 4 teams competed, from HEC-ULg, Antwerp Management School, Louvain School of Management and Solvay. Results were announced on September 17th, in Brussels, during the annual FEB Forum. The HEC-ULg received 492 votes from the public. Congratulations !

One Young World: where young leaders start leading

Mariano San Filippo, who is Alumni HEC-ULg and who organized the recent TEDxULg, has been selected to take part in the One Young World Summit 2012 in Pittsburgh (USA), taking place in October. This event brings together students from around the world (only 8 students from Belgium were selected) and prominent personalities. The objective of the Summit is: to gather together young

people from around the world, helping them make lasting connections to create positive change. The young delegates, backed by the One Young World Counselors, will debate and formulate solutions for the pressing issues the world faces. HEC-ULg, Creative Wallonia and ArcelorMittal have given financial support to Mariano who will thus be our international "ambassador".

Award

HEC-ULg received the award for the **best case-study from the AGRH** (Association francophone de gestion des ressources humaines – French speaking association of human resource management) with the video Creaholic, une entreprise malade de la créativité (Creaholic, a company obsessed with creativity).

GfK Innovative Market Research Award

Zoé Muermans, HEC-ULg 2012 graduate, was one of the 6 finalists of the GfK Innovative Market Research Award which took place on September 27th in Brussels. This competition gives an award to a market survey that is innovative with regard to one of the following points: the methodology presented or used, the interpretation of the data collected, or the utilization of the conclusions of the market survey. Zoé Muermans' dissertation was entitled «How to encourage luxury hotel guests to behave environmentally-friendly during their stay?» [see SPIRIT no. 15, pp. 10 and 11].

A Board of Directors' evaluation tool for SMEs

To help managers of SMEs to gain a better understanding of the state of their business in terms of the Board of Directors, the CCI and HEC-ULg have worked together to create a self-training tool which, in 28 questions, guides managers step by step through the different aspects of running a business and leads them to ask themselves difficult questions. In addition to analyzing the state of the business, the exercise will enable them to work out where and how improvements can be made: each question is supplemented by a clear and detailed commentary, which explains the "ideal" best practice. Other sources of available information are referred to which serve to enhance the thought processes and general preparedness of the company manager.

www.gouvernance.be

Contacts :

Pierre NEURAY, Development Director, CCI Connect and Didier VAN CAILLIE, Professor, Director of the Center for Business Performance Studies, HEC-ULg

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Recherche

Family businesses



WOMEN DRIVERS, DANGEROUS BEND AHEAD

THE INSTITUTE FOR FAMILY BUSINESSES (INSTITUT DE L'ENTREPRISE FAMILIALE - IEF), UNDER THE DIRECTORSHIP OF LAURENT WEERTS, COMMISSIONED HEC-ULG TO CARRY OUT A SCIENTIFIC STUDY ON THE THEME OF THE "PLACE OF WOMEN IN FAMILY-RUN BUSINESSES IN FRENCH-SPEAKING BELGIUM IN 2012".

Nathalie CRUTZEN (picture) presented the results of this study, carried out in collaboration with Fabrice PIRNAY and Zineb AOUNI (SME Research Center, HEC-ULg – Centre de Recherche PME, HEC-ULg) on June 7th, 2012 during the annual IEF conference at Namur.

OUR STUDY COMPRISED TWO PARTS:

- A quantitative study enabling a better understanding of the "roles" played by the women of the family in the family business (FB), the functions they carry out and the professional career to which they aspire. The study was based on an analysis of data collected from more than 130 family businesses, who responded to a questionnaire sent to a database of family businesses located in French-speaking Belgium. It identified trends regarding the place of women in the family businesses.
- A qualitative study focused on a better understanding of the experience of nine women working in a management role in family businesses.

THE STUDY REVEALS THREE MAJOR "TRENDS" IN FRENCH-SPEAKING BELGIUM:

- First, the study reveals the fact that there is at least one woman on the Board of Directors (60%), the Management Board (77%) and among the shareholders (62%) of businesses in French-speaking Belgium. However, it should be observed that, even though this is so, women often remain in the minority within these three management bodies!
- Secondly, women more often fulfill administrative and human resource management roles while men are more often in the majority in operational, financial, marketing and sales positions or as CEO.
- Thirdly, 40% of people asked thought the daughter of the current manager would not take over the business. Among these, 10% justified this choice by the simple fact that their daughter was a girl!



AD OR HIGH-PERFORMANCE MANAGEMENT?

THE QUALITATIVE ANALYSIS FOCUSED ON FIVE FACTORS DETERMINING THE EXPERIENCE OF WOMEN IN MANAGEMENT ROLES IN A FB:

- **The trigger factor:** women often became managers after a request from a male member of the family.
- **Motivation** - why had the woman accepted (or sought) a management position in the FB?: certain women expressed an idea of “duty” (a sort of moral obligation). The others expressed either “positive” motives linked to the advantages they saw in their involvement in the family business, or “negative” motives linked to a lack of better options.
- **Obstacles encountered:** obstacles were revealed in relation to the technical or “masculine” character of certain professions, to their work/life balance, to the mother-daughter relationship, to the roles traditionally attributed to women in society or to specific stereotypes from previous generations.
- **The contribution of women to the family business** (ability to listen, communication, dialogue, rigor, sense of detail, particular attachment to the family).
- **The advantages of a woman managing the family business** (flexibility, responsibility, independence, meaning, value, legitimacy).

Our study also offers a typical profile of women managers in family businesses and highlights practical recommendations for family businesses.

For more details about the study, visit the website: <http://www.institutentreprisefamiliale.be/news.php?news=45>

Nathalie CRUTZEN,
PhD, Assistant Professor,
Accenture Chair in Sustainable Strategy, HEC-ULg

Left to right : Delphine Bourguignon, Administrator, Bourguignon Bois ; Virginie Dufrasne, Administrator, Lixon ; Nathalie Crutzen, PhD, Assistant Professor, Accenture Chair in Sustainable Strategy, HEC-ULg; Nathalie Marly, Marly Productions



Creativity

LIEGE CREATIVE
is launching its second season



LIEGE CREATIVE

was created just over a year ago by key driving forces in Liege, centred on the University, with the aim of making Liege a region of technological excellence and a source of creative energy.

In concrete terms, **LIEGE CREATIVE** is offering an ongoing programme of meetings and conferences which will bring together the worlds of research, business and culture. On average, two meetings a week are proposed (usually lunchtimes at Colonster). Beautiful surroundings enhance the exchange of points of view and shared projects. Ideas are born from the meeting between players in what are sometimes widely divergent fields of activity. The diversity of subjects in cutting-edge fields and a multidisciplinary approach are the specific features of the LIEGE CREATIVE programming, and the conviviality of these exchanges is another trademark of the forum!

Piloted by the Business-University Interface, **LIEGE CREATIVE** is determined to be outward looking. Generally speaking, all players involved in driving innovation are welcome here. All business profiles are concerned. Within the University, the participation of students, researchers and professors is also welcome.

To be involved with **LIEGE CREATIVE** means to engage with new ideas and to create links with other players engaged in initiatives for the future.

Business concerns underlie most of the meetings and this applies to whatever theme is being addressed (engineering, cultural affairs, biomedicine, materials, human and social sciences, environment and planning, etc.) More than 55 meetings and conferences are scheduled for 2012-2013.

Several collaborations with ULg partners are being set up (Biolège, ID Campus, etc.). A recent collaborative project with **Liege Sustainability Management Platform (HEC-ULg)** has paved the way for a series of 3 conferences on the theme of sustainable development in territorial terms.

Based on a multidisciplinary approach, the aim of the Sustainable Regional Development cycle is to address the issue of the (sustainable) development of a region, looked at from different viewpoints (principally artistic, marketing and strategic ones).

These meetings will take place from 17.30 to 19.30 at Colonster Castle (ULg rate: €10)

Agenda for the Sustainable Regional Development Cycle:



THURSDAY NOVEMBER 22, 2012: ARTS AND BUSINESS RESTRUCTURING

François Pichault, Professor at HEC-ULg, Director of LENTIC (HEC-ULg)
Virginie Khaufclair, Head of research at LENTIC (HEC-ULg)
Nathanaël Harcq, Director of the Ecole Supérieure d'Acteurs de Liège (Liege Higher School for Actors) (ESACT)



THURSDAY FEBRUARY 21, 2013: URBAN MARKETING

Céline Brandt, PhD, co-leader ASE Chair in Strategic Intelligence (HEC-ULg)
Anne-Christine Cadiat, Assistant lecturer in marketing (HEC-ULg)



THURSDAY MAY 23, 2013: INTELLIGENT CITIES IN BELGIUM: A COMPARATIVE ANALYSIS WITH A FOCUS ON LIEGE

Nathalie Crutzen, Assistant Professor, Accenture Chair in Sustainable Strategy (HEC-ULg)
Thomas Froehlicher, Director General and Dean (HEC-ULg)

**MORE INFORMATION
AND REGISTRATION**
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