

Message from the Dean

Dear Alumnus,



Firstly, I am very pleased to announce the launch of this newsletter, produced for you, our alumni. A bi-annual communications tool, this newsletter constitutes an important link between the School and its alumni community. In the first edition, most of the content has been produced by the School, but in the future, we hope that this newsletter will give rise to a real exchange, and that you will become active contributors. The second edition of the newsletter is scheduled for March 2007, and I very much look forward to reading your contributions.

Each year as September (*la rentrée*) rolls around, I find myself looking in two directions – one is obviously forward to the excitement and challenges of the year to come, and the other is backward to reflect on the past (academic) year. I would like to share some of those thoughts with you.

Programs

What did we achieve this past year? Overall, I think we have made some positive steps forward. Last year saw the launch of our partnership with the Fox School of Business at Temple University (in Philadelphia) with the first cohort of the Tri-Continent MBA graduating this summer. For those 26 participants, the year must have seemed like a blur, as they trotted from Paris to the USA to Japan.

Meanwhile, in Paris, things were happening too. In the past the school has concentrated on its MBA program

but last year we extended our know-how to undergraduate audiences, teaching more than 46 engineering students coming from the Grandes Ecoles d'ingénieurs of ParisTech! A new doctoral program in management for the Ph.D students enrolled in the member schools of ParisTech was also successfully launched with 19 participants. Added to the 48 participants enrolled in our MBA courses, we taught more than 113 people!

Accreditation & Rankings

In June, we hosted our five-year re-accreditation visit from the Association of MBA's (AMBA). This was a complex and time-consuming process, but we are extremely pleased with the outcome – Our program has been granted full accreditation! This brings me to a less joyful matter – The Financial Times (FT) rankings. For better or for worse, these rankings play an important role in the competitive world of MBA programs, and our fall-out in 2004, from the FT Top 100 has made it more difficult for us to recruit good candidates. Last year, we were disappointed, not only because we failed to get back into the rankings, but also because many alumni who were approached by the FT, failed to complete the survey. Having a sufficient number of surveys is a pre-requisite for consideration.

This year, I sincerely hope that we will make it back into the rankings. What is certain is that we all need to work together if we hope to stay in the top tier.

Attracting and selecting good candi-

dates and providing first-class teaching is our first priority, but we also know that improving external relations with industry and business is crucial. Here you, the alumni, can make a difference by helping us to promote the school within your organisations and personal networks.

20th Anniversary Celebration

2007 will also see the twentieth anniversary of the founding of the school. To celebrate this auspicious occasion, we are holding a special reunion event for all alumni, faculty and current students. At the suggestion of our Moroccan ENPC MBA alumni, the event will be held in Marrakech from March 2nd to March 4th 2007. The first two days include a conference on the theme of 'Innovation and Technology Management: A Strategic Lever for Sustainable Development'. There will be a full schedule of conferences and social events so that you, and your family, can enjoy your stay in one of the most attractive locations in North Africa. More details about the program, the travel and hotel arrangements, and costs will follow shortly. For now, just be sure to save the date!

Last, but not least, I wish you all the best of health and good fortune in the year to come and I look forward to seeing many of you in Marrakech!

Tawfik Jelassi
Dean



A warm welcome to the MBA Class of 2007

Who are they ?

- 41% women
- 23 different nationalities (approximately 70% non-French)
- Average age: 30
- Average work experience: 6 years
- 19 academic areas and 26 industry sectors
- A total of 54 very photogenic, diverse individuals

News in Brief



March 1, 2006 – As part of the **Leadership Series** at ENPC School of International Management, Jean Eichenlaub, ENPC MBA Alumnus from the class of 1995, and Managing Director of European Capital, introduced ENPC MBA alumni, students and prospects to the private equity market with his presentation on “The Rise of Private Equity in Europe and France: A temporary Phenomenon or a Long-term Trend?”.

Six MBA participants from the class of 2006 completed an **innovation project in cooperation with Lufthansa LEOS**, a subsidiary of Deutsche Lufthansa AG. The team evaluated the market potential for the SideCat, an innovative highlifter, which can be used, for example, to cater and clean the new Airbus 380. The School has planned for future collaborations with the company.

The ENPC School of International Management has created a new **Working Paper Series** in order to document and promote the faculty's research efforts. Three working papers have already been published. To find out what our professors have been up to, please check out the following link:

http://www.enpcmbaparis.com/ENPC_School_of_International_Management/Faculty_and_Research/working_paper_series.php

ENPC MBA has negotiated an offer with **The Economist Magazine**. This offer includes a subscription to the magazine and free access to the website [economist.com](http://www.economist.com).

For further details, check out the link below: <http://www.bookservices.fr/operations/editeurs/theeconomist/enpc2006/>

MBA Recruitment Trends: How Alumni can make a Difference!

In the last few years, the European MBA market has become even more challenging for business schools. On the one hand, the market is characterized by a growing number of program offerings, while on the other hand, demand is stagnating, even decreasing. Particularly, the number of full-time MBA students has been on the decline, whereas the market outlook for part-time and Executive MBA programs is promising. Nevertheless, the MBA market is a true buyers' market characterized by fierce price and quality competition. For example, it has been reported that one well-known French business school has lowered its GMAT score standards and has even been offering MBA participants a sign-up bonus of 5,000 €! In such a competitive market, one main success factor exists – a strong brand name.

Internationally, the brand name of a business school is closely linked to its position in business school rankings, particularly the Financial Times MBA ranking published each year in January. Nationally, other factors can contribute to the brand image of a business school. In the past recruitment cycle, the ENPC School of International Management has been directly exposed to these market trends. Even though the recruiting efforts of the school and its partners led to an MBA class size of 54 students from 23 different nationalities – an increase of ten percent compared to last year - recruiting has proven difficult, particularly in the international arena. Here, the school suffered from its falling out of the Financial Times MBA rankings in 2005.

In France, however, the school can still play on the very well-known brand name ENPC. Consequently, the school was much more successful in recruiting MBA participants in France where only 11.6 contacts were needed to generate one participant. Internationally, in contrast, 62.5 contacts on average were necessary to yield one participant. Concentrating recruiting efforts on France, however, does not mean that the program will lose its international flair, since a large international community exists in and around Paris.

Among the different recruitment channels, partners and associations, word-of-mouth and the Internet proved to be most successful, responsible for more than 80% of all newly recruited participants! Among the partners and associations that have been extremely helpful are ENPC MBA Alumni as well as the Ecole des ponts, corporate contacts, partner schools, the MBA Center and GMAC.

Victor Gomez Frias, ENPC MBA Alumnus of the class of 2002, is just one example. Following the announcement of the Celia Russo Scholarship by the school in June, he made great efforts to help recruit Anna Fernandez Font of Spain, who started her MBA in International Business on September 11th, 2006. We thank Victor for all of his efforts.

The example of Victor Gomez Frias illustrates one way in which alumni can make a difference in an ever more challenging MBA market. Help us recruit MBA participants in your country by spreading the word about your Alma Mater and by telling us about talented MBA candidates. It is in that vein that we are continuing to promote the Celia Russo Scholarship program, which provides full and partial tuition-waiver scholarships to students from all over the world. For more information please contact Dr. Torsten Wulf or Paul Knight.

Contact:

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ENPC Launches Executive MBA

January 2007 will be an important month for our School as we will be welcoming the first class of the Executive MBA program. Starting on January 26th and taught over two years, the program will allow participants to study for, and gain, their MBA whilst still working.

In recent years, trends towards part-time MBA study have been confirmed in many countries, including France. More and more mid-career professionals are looking to balance work, learning and home life. The new program is designed to be relevant, not only for engineering school graduates, but also those from other science or arts backgrounds, who share a desire to advance their careers by gaining a comprehensive set of new skills. The program has 20 three-day sessions using our proven practice of block

teaching, but this time over a three-day week-end from mid-day Friday to Sunday afternoon, plus two week-long overseas study trips to China and the USA. We will be using our excellent pool of full-time and visiting faculty.

Recruitment for the program has started. If you know anyone who may be interested in the program, or if your company may be interested, please contact Paul Knight, the Program Director.

Contact:

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Business Development

Can your Company help?

Each year our MBA students need professional projects. Starting in January students can work part-time through to June on individual or team-based assignments. If your company has a project in mind please contact us before November 15th. Starting on February 19th, there is a week where companies come and give a short presentation and discuss employment opportunities with the current class. Would your company like to be involved?

Finally is your company looking for some management development training or executive seminars? If this is the case, why not suggest they contact the School to see if we can help? Remember links to the business world are vital for all business schools and you alumni are our best links! Please contact Paul Knight.

A School in Motion: News from the Academic Front

In order to cope with an ever more competitive market, the ENPC School of International Management has, over the past two years, considerably extended its program offerings, thereby developing from a MBA program to a full-fledged business school. The first extension came in 2004 with the addition of the MBA in Technology & Entrepreneurship. Even more significant additions to the product range followed in 2005 with the launch of the Tri-Continent MBA, in partnership with the Fox School of Business at Temple University in Philadelphia, USA, and with the cIM/cTE and doctoral program, both in partnership with ParisTech, the consortium of Grandes Ecoles des Ingénieurs de Paris.

The Tri-Continent MBA program gives participants the opportunity to earn their MBA degree in 11 months, moving from Paris to Philadelphia and finally to Tokyo. During this truly hands-on and cross-cultural business experience, participants have access to the exceptional faculty and resources of both the ENPC School of International Management and The Fox School of

Business at Temple University. Participants earn two MBA degrees and become members of both schools' alumni networks.

The cycle International Management/cycle Technology & Entrepreneurship (cIM/cTE) is an undergraduate program, specifically designed for 2nd year students of ParisTech schools. The program is based on the belief that, in today's business environment, an engineering education must be complemented with general management skills in areas such as strategy, marketing and finance. Last year, 46 students from different ParisTech schools attended the course which runs over 10 weekends between late September and late June.

In April 2006, the ENPC School of International Management won a competitive bid for a three-week management course specifically designed for doctoral students of ParisTech schools. Between the end of May and the end of June, 19 doctoral candidates from all ParisTech schools experienced a series of intensive one- and two-day seminars on topics like

business strategy, networked and virtual organizations and innovation & technology management. These courses were all very well-received! All three programs will be pursued this year. Further additions to the program range of the ENPC School of International Management are being planned. Among the programs to be launched are an Executive MBA program. A DBA (Doctor of Business Administration) program and additional overseas sister programs are also under active consideration.

Internationally, we welcomed this past September in Casablanca our 9th MBA class (of 68 participants) and in Shanghai, our 7th MBA class (of 110 participants).



Remembering Celia... A Scholarship is Born

On June 6th, 2006 Dean Tawfik Jelassi announced the launch of a new scholarship program to commemorate the work and the memory of Celia Russo, the Founder of the School. This exciting new program is just one of the many strategies the School is deploying to attract gifted candidates from all over the world. In particular the program is intended to give people who otherwise may not be able to afford the full costs of the program the chance to study for their MBA at ENPC in Paris.

The program is intended as a joint alumni / school program, with alumni in countries around the world promoting the scheme and helping to recruit students. The school is pleased to announce that, despite the late launch of the program (last June), the current

class includes our first two Celia Russo Scholars, Anna Fernandez Font from Spain, recommended by ENPC MBA alumnus Victor Gomez Frias (class of 2002) and Mujde Günseli Gunduz from Turkey.

Alumni in Argentina, Spain, Chile, Finland and the USA have already promised to get involved to help ensure the success of the program in 2007. We are looking for other alumni to help us administer the program across the globe. If alumni are able to raise funds, then the school will match any alumni-raised funds, dollar for dollar or euro for euro. If you would like to find out more or would like to help, then please contact the coordinator of the program, Paul Knight.



"I sincerely appreciate the administration's innovative efforts to recognize the founder of the ENPC MBA, which not only serves to that objective but also provides a unique opportunity for potential candidates from all over the world. I will make the best out of it as one of the first grantees!"

Mujde Günseli Gunduz



"I really appreciate the help that ENPC MBA has given me through its Celia Russo's Scholarship! Thanks to it, I am now having this challenging experience which is definitely going to enlarge my horizons"

Anna Fernandez Font

Goings & Comings

The ENPC MBA would like to share with you some changes that have occurred to the Team over the past year or so.

Dean Swink, Danielle Colletti, and Mayalène Crossley have all moved on to new adventures. Dean is currently working as a consultant for an international organization in the US with frequent travel to Europe. Danielle is working just outside of Paris for a large international IT firm. And Mayalène remains at the ENPC, working for the main school in Marketing for their numerous Master's programs. We wish them all the best in their new endeavors and thank them for their contribution to the School and for all the fond memories.

Recent additions to the Team include:

Kristen Rae who joined the ENPC MBA Team last year as MBA & Undergraduate Programs Coordinator. She is from Massachusetts and has a background in Economics and International Development.

Paul Knight, a graduate of the MBA Class of 2005, joined the Team last September as General Manager of

Technology & Executive Programs. He is also teaching several courses in the fields of Technology and Entrepreneurship. He is originally from Sussex, UK and has a background in Venture Capital, having previously worked in the music, film and TV industries.

Torsten Wulf also joined us last September as Professor of Strategy and International Business. In addition, he oversees the Marketing, Admissions and Career Services departments. He is from Hamburg, Germany and comes to us from HHL-Leipzig Graduate School of Management and Friedrich-Alexander University Erlangen-Nuremberg.

Perrine Wirth is the newest addition to the team and is working in Admissions and Marketing. She is French, originally from the Auvergne region, and has a background in Marketing.

We have also expanded our visiting faculty roster to include:

- Prof. Stuart Chambers, Professor of Operations Management and based at the University of Warwick
- Prof. John McClendon, Professor of

Human Resource Management, Temple University

- Prof. James Portwood, Professor of Change Management, Temple University
- Prof. Róisín Saunier, Professor of Cross-cultural Management, and Director of Intercultural Business Hub in Paris.

Save the Date

November 21st, 2006

Alumni Thanksgiving Event at the ENPC School of International Management in Paris.
Launch of the new website

January 26th, 2007

Launch of the new Executive MBA program

March 2nd – 4th, 2007

Global Alumni Event celebrating the 20th Anniversary of the ENPC School of International Management at Le Méridien N'Fis, Marrakech, Morocco

July 6th, 2007

Graduation of the class of 2007