



HOME

Campus

Alumni

People

Knowledge

Connections

In Brief

The Big Picture

CAMPUS

One step for Marina Kundu, one giant leap for Executive Education



ALUMNI



For former World Trade Organization director all roads lead home [...]

CONNECTIONS



A fundraising success for a successful school [...]

PEOPLE



Frenchie's armed with digital platform take America by storm [...]

KNOWLEDGE



HEC Paris bolsters private and public leadership across Africa [...]

In Brief



February

Your education, your future, your choice

December

The Riddle of the Sphinx? HEC students solve its marketing equivalent

December

Cyclist spreads smiles

December

Pascal Croset wins ManpowerGroup award for treatise on manpower

November

The ultimate Porsche driving experience starts at HEC

More

The BIG Picture



SEE THE FULL SLIDESHOW →



One step for Marina Kundu, one giant leap for Executive Education



New Associate Dean in charge of Executive Education Marina Kundu

Marina Kundu is the name on everyone's lips at HEC Paris right now...but who is she? For starters, she's half-Indian, half-Italian. How about world travels? 60 countries on five continents. In fact, she has called France, Ghana, India, Italy, Switzerland, the UK and the US home. At which educational institutions has she taught or taken on an administrator role? Yale, the University of Pittsburgh, Chatham University and HEC Paris. And her claim to fame at HEC Paris? As of this January, she became the first woman to call herself HEC Paris Associate Dean in charge of Executive Education.

Elected by HEC Paris faculty, Marina took the reins from Bertrand Moingeon who headed HEC Executive Education for the past 16 years. Marina's appointment highlights the school's strong commitment to diversity and women's leadership development. For staff and administration alike, it also signals a new era for Executive Education.

"Our challenge over the next few years will be to keep our leading position worldwide in the face of growing competition and an evolving international landscape," Marina says. "Our goal is to play an important role in shaping the future of business and society by bringing together a richly diverse community of global business leaders and giving them the courage, skills and knowledge they need to change and effect change."

Marina also believes that the program must stay relevant for participants who already command great influence in the international business world.

"As leaders of other men and women, our participants make decisions every day that go far beyond the bottom line of their companies," Marina says. "Upon finishing the program and becoming ambassadors of HEC, we hope that they and their companies will act as a positive force to improve society in a sustainable way, thereby driving global prosperity."

After earning her Master's degree in French literature from Yale University, Marina became a faculty member at the University of Chatham in Pittsburgh. She then moved on to Sciences Po in Paris, where she took on the successive roles of Dean of Undergraduate Studies, Director of the Master of Public Affairs and Deputy Director of International Affairs.

In September 2008, she joined HEC as Director of the full portfolio of Degree and Certificate programs at Executive Education. This included the TRIUM Global Executive MBA, a program co-founded by HEC Paris, the NYU Stern School of Business and the London School of Economics, now in its second decade. Highlights of her accomplishments these past five years at HEC include the total revamping of the HEC Paris Executive MBA. The EMBA is now, thanks to her efforts, a flagship international program with six intakes per year and boasts international mobility for participants across all locations, a choice of eight Majors in 14 destinations, and a Capstone project to culminate the participants' experience.

KEY IDEAS

- In February 2014, Marina Kundu became the first woman in HEC Paris history to be appointed Associate Dean in charge of Executive Education
- Before assuming the role of Associate Dean, Marina worked as Executive Education's director of Degree and Certificate programs
- Her appointment coincided with a workshop on leadership and entrepreneurship hosted by HEC Paris exclusively for women in Qatar

Also in this issue



ALUMNI

For former World Trade Organization director all roads lead home [...]



PEOPLE

Frenchies armed with digital platform take America by storm [...]



KNOWLEDGE

HEC Paris bolsters private and public leadership across Africa [...]



CONNECTIONS

A fundraising success for a successful school [...]



For former World Trade Organization director all roads lead home



Former WTO Director Pascal Lamy at the Fourth Global Review of Aid for Trade

They say home is where the heart is. For former World Trade Organization (WTO) Director-General Pascal Lamy (HEC 69), those words couldn't ring more true. Pascal has circumnavigated the globe at least 100 times while negotiating trade agreements during his illustrious career. This winter, he will finally take a different path from Geneva. He will head off on the one that stretches north, and home, to HEC Paris where he will become an Affiliate Professor.

Pascal Lamy, once described by French Economics and Finance Minister Jacques Delors as "a mixture of marine commando and working priest," is no stranger to travel. He has exercised power across the four corners of the world, arbitrated thorny arguments between nations and saved a French bank from the brink of collapse. He wrapped up his eight-year tenure as WTO Director-General in September 2013.

But before he did all of that, he roamed the classrooms of HEC Paris as a Grande Ecole student, graduating in 1969. Today, he can be found there again, as an Affiliate Professor and as a guest speaker at several campus conferences in 2014.

After graduating from Sciences Po Paris, HEC Paris and the *Ecole Nationale d'Administration*, he joined the civil service in the French *Inspection Générale des Finances* and the French Treasury. He then served as a political advisor to Delors and later French Prime Minister Pierre Mauroy. When the European Commission appointed Delors its President, he asked Pascal Lamy to accompany him to Brussels and serve as his Chief of Staff.

"What interests Lamy is the power to effect change," *Le Nouvel Observateur* reported in a 1992 profile. "Power that propels projects, moves men and changes structures."

By 2005, Pascal Lamy had won the election for WTO Director-General. Over the next eight years, the WTO would gain 11 new members, including the Russian Federation whose entry was led personally by Pascal. World trade would double and developing nations would grow to account for half of global trade, thanks in part to Pascal's championing of globalization.

"Not since Jean Monnet has a politician so successfully wielded influence beyond the Franco-French sphere," *Le Nouvel Observateur* reported in a 2005 profile. "He's the first to experience intimately, from the inside, the cogs of the European system and the world. He's a pure international."

Although no longer at the head of the WTO, Pascal Lamy's opinion about international commerce and the economic crisis is still widely sought. At an HEC conference on September 24, he invited attendees into the workings of his mind. Domestically, he believes that France is slowly deteriorating. "France is not at the edge of the cliff," he says. "But if we don't enact necessary reform quickly, we're going to sink, much like Japan."

Internationally, he argues that national interdependence is a reality, and protectionist measures are "like cholesterol," he says. Trade restrictions accumulate, create friction and clog global trade flows. He expounds on this view in his first academic work since he left the WTO, *The Geneva Consensus* (Cambridge University Press), about the future of international trade.

"Interdependence advances freedom, human rights, technology, free speech and political civil liberties," Pascal says. "It results in greater efficiency and well-being for the majority of people."

Starting in 2014, Pascal Lamy will bring his own brand of macroeconomics to inspire the next generation of global economic leaders at HEC. Welcome back to HEC, Pascal.

KEY IDEAS

- Pascal Lamy (HEC 69) served as EU Commissioner from 1999 to 2004 and as WTO Director-General from 2005 to 2013
- During his eight-year tenure, world trade doubled, and the organization gained 11 new member states, including Russia
- He just published a book, *The Geneva Consensus*, about the future of international trade
- Pascal is set to become an HEC Paris Affiliate Professor

Also in this issue



CAMPUS

One step for Marina Kundu, one giant leap for Executive Education [...]



PEOPLE

Frenchies armed with digital platform take America by storm [...]



KNOWLEDGE

HEC Paris bolsters private and public leadership across Africa [...]



CONNECTIONS

A fundraising success for a successful school [...]



Frenchies armed with digital platform take America by storm



Silicon Valley King and HEC alumnus Mohamed Errbel (HEC 13)

Long live the king. The King of Silicon Valley, that is. Today, the start-up crown belongs to HEC Paris' very own Mohamed Errbel (HEC 13).

Ever the entrepreneurial kingmaker, Stanford University launched the Start-Up Engineering Challenge this year, the largest challenge of its kind in the world. Students had two weeks to create and launch a start-up, with the goal of garnering the most support from tweeps across the Twittersphere. To nab the crown, the winning team needed to generate the largest number of positive tweets about its project. More than 143,000 people across 80 countries entered but none of them could surpass the impressive backing of Mohamed and his teammate's 3,700 tweets.

Mohamed, a 24-year-old HEC Paris and INSA Lyon graduate, won the contest in partnership with Romain Sylvian, a 20-year-old Epitech engineering student. The two met at HEC Paris during HEC Paris' Digital Innovation for Business certificate program, which is open to both HEC Paris and Epitech students. Though their winning idea did not originate in HEC's hallowed halls, their partnership did.

"We had the same interests and the same technical vision of entrepreneurship. And, as all entrepreneurs know, the most important part of a project is the team," Mohamed says. "But my time at HEC Paris produced more than our winning partnership. It taught me to hustle to make things happen."

Together, Mohamed and Romain signed up for Stanford's Start-up Engineering massive online open course (MOOC), offered free through Coursera. Over three months, two Stanford professors (and entrepreneurs) taught them what it takes to create a successful start-up: programming, infrastructure, management, strategy, marketing and finance.

At the end of the course, Mohamed and Romain went chasing after the crown. Their idea, a platform named Goopil, tests websites' speech, or their ability to communicate with each other automatically, like a Twitter feed on a blog. Programmers call this Application Programming Interfaces (API), which they must laboriously test and re-test to ensure working order. Goopil rapidly and automatically runs these tests, while controlling certain settings. It saves developers an enormous amount of time and headaches in the API testing process.

After developing their product, the two partners only had a few days to market it and win the contest. They knew they needed someone with a bigger Twitter megaphone than their own for their launch campaign, thus set their sights on the French Minister of Digital Economy, Fleur Pellerin.

"She tends to support projects that interest her," Mohamed says. "After she retweeted us, support for our project simply skyrocketed."

Mohamed and Romain surpassed their closest competitors in a nail-biting race to the finish. On the last day, they overcame their competitors with 3,700 positive tweets. Success!

While Stanford will not bestow a monetary reward upon the winners, it has promised to find a company that will help them develop their project. For now, Mohamed and Romain aim to improve the program and add new functionalities before making it freely available to the online community. Their next project, a start-up to help start-ups, should make them kingmakers in their own right.

KEY IDEAS

- Mohamed Errbel (HEC 13) and Epitech engineering student Romain Sylvian won Stanford University's Start-up Engineering Challenge
- Their API testing interface, Goopil, helps developers save time by rapidly testing API functions
- French Digital Economy Minister Fleur Pellerin retweeted the project, helping the team garner a total of 3,700 positive tweets that won them the prize

Also in this issue



ALUMNI

For former World Trade Organization director all roads lead home [...]



CAMPUS

One step for Marina Kundu, one giant leap for Executive Education [...]



KNOWLEDGE

HEC Paris bolsters private and public leadership across Africa [...]



CONNECTIONS

A fundraising success for a successful school [...]



HEC Paris bolsters private and public leadership across Africa



As Africa stands on the threshold as the next growth economy, HEC Paris has stepped up its efforts to improve the continent's business and public elites.

Over the last few years, [HEC Executive Education](#) has grown a network of more than 300 African economic and business leaders through its Executive Clubs, as part of HEC Paris' efforts to help emerging economies foster leadership education.

The university has partnered this effort with its successful AGORA program, designed to train government employees in management skills.

"Africa will be the world's next driving economic force thanks to its strong growth rate, billion inhabitants and ambitious private sector," Armelle Dufour says, HEC Executive Education Director of Corporate Relationships in Africa. "We have found that African countries develop best in the private sector by relying on a trustworthy administration. We want to encourage dialogue between public and private sectors, and give African leaders international weight."

Club members meet, train and work with experts from HEC Paris to develop their managerial capabilities and answer the world's challenges together. With 300 members across nine different countries throughout Africa, the HEC Executive Clubs network has the ability to significantly enhance private-sector leadership across Africa. Regular meetings and seminars for the HEC Executive Clubs are held in each country and led by HEC Executive Education professors, with topics focusing on change management and global challenges.

"The African public sector sees a great need to equip itself to better respond to the demands of globalization and good governance," Armelle says.

HEC Paris facilitates this by developing customized training programs that cover management culture and effective delivery of public services for state employees in Congo, Togo, Côte d'Ivoire and Gabon. Government representatives work closely with HEC Executive Education over three years and are then certified according to criteria set by HEC Paris at the end of the program. The training is designed to suit individual needs, ensuring important knowledge and skills can be transferred to public sector participants.

Each year, the Executive Clubs come together in France for their annual meeting. In 2013, it was held in Paris from December 4-7 to coincide with Summit Africa France, organized by French President François Hollande. This synergy provided increased networking opportunities as well as stronger visibility for Executive Club members and partners. Participants will discuss how an innovative private sector can support and advance regional unity.

For the first time, business leaders from France, Africa and China participated in the Executive Club conference, creating a truly international exchange.

KEY IDEAS

- HEC Executive Education has developed long-term initiatives to build private and public sector leadership capacity in Africa as part of HEC Paris' efforts to bring leadership education to emerging economies
- HEC Executive Clubs bring networks of African economic and business leaders together with HEC experts
- In December, all HEC Executive Clubs will come together for the annual conference in Paris to coincide with Summit Africa France, organized by François Hollande
- The AGORA program, which trains government employees in management, focuses on developing management skills of state employees

Also in this issue



ALUMNI

For former World Trade Organization director all roads lead home [...]



CAMPUS

One step for Marina Kundu, one giant leap for Executive Education [...]



PEOPLE

Frenchies armed with digital platform take America by storm [...]



CONNECTIONS

HEC Paris Executive Education is #1 in the world [...]



A fundraising success for a successful school



The HEC Foundation celebrates its successful campaign during an evening at the Cité de l'Architecture et du Patrimoine in Paris

In 2008, the HEC Foundation set an ambitious goal to support HEC's development: raise €100 million by 2013. Five years later, it has not only met that goal, it has exceeded it. Over seven thousand individual donors and 70 corporate partners have pledged €112 million, representing the single largest fundraiser ever carried out by a French business school.

"This fundraising campaign represents an unprecedented outpouring of generosity for higher education and research in France," HEC Foundation President **Daniel Bernard** says. "It lays the foundation for a new dynamic, ensuring sustainable funding for HEC's continued success. This would not have been possible without the enduring support of graduates and businesses, and a professional team who drove this momentum."

With the donations raised, the HEC Foundation was able to fund about 8% of HEC Paris' annual budget, and build a €31-million endowment that will guarantee the school's long-term success.

The funds also enable HEC Paris to make progress on numerous priorities. A Foundation program called "HEC for all" ensures every talented student has an equal opportunity to pursue higher education through financial aid. Since 2008, over 1,000 students benefit from need-based scholarships that cover the entirety of their tuition. This means that 20% of HEC students receive aid based on financial or social criteria (a huge increase from 5% in 2005).

Beyond attracting the brightest students, HEC Paris also attracts the best professors and researchers by offering the highest quality work environment, including project funding, research tools and study trips. Between 2008 and 2013, the school's faculty grew by 10% and became more international than ever. Today, 64% of permanent faculty members come from 29 countries outside of France.

Thanks to the generous support of donors and corporate partners, several educational innovations have been developed such as the Alternative Management major, the Digital Business Center and the Social Business Certificate. Furthermore, HEC Paris' incubator and e-Lab have made it a leader in entrepreneurship. All of these initiatives contribute to maintaining HEC's top ten position in most prestigious business education rankings for Masters in Management, Masters in Finance, MBA, EMBA and executive education programs. Further funding should enable HEC Paris to boost its reputation abroad through scholarships for international students and the renovation of its campus to meet international standards.

"Our international scope raises new challenges that our school must tackle to ensure our future success," HEC Paris Dean **Bernard Ramanantsoa** says. "Though the fundraising campaign has been very successful, the Foundation still needs donations and is working closely with HEC Paris to ensure that a successful HEC future is ahead."

KEY IDEAS

- Between 2008 and 2013, the HEC Foundation raised €112 million to support excellence at HEC Paris, surpassing its €100-million goal
- Over 7,000 donors and 70 corporate partners funded HEC Paris' development budget and provided a sustainable endowment for the school's future success
- The funds contributed to HEC's strategic priorities, such as equal opportunity and merit scholarships, attracting world-renowned faculty and expanding its educational domains

Also in this issue



ALUMNI

For former World Trade Organization director all roads lead home [...]



CAMPUS

One step for Marina Kundu, one giant leap for Executive Education [...]



PEOPLE

Frenchies armed with digital platform take America by storm [...]



KNOWLEDGE

HEC Paris bolsters private and public leadership across Africa [...]



In Brief



CONTACT

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February
Your education, your future, your choice

There's more to choosing a school that aligns with who you are and where you want to go than curriculum. Ever consider the benefits that a world-renowned faculty can offer? How about talented peers who can shed light on the world around you every day?

At HEC Paris, our 110 permanent professors, 4,000 students and 8,500 managers and executives foster an environment in which every student learns to creatively respond to tomorrow's opportunities and challenges. Think HEC Paris might be right for you? Let us show you how.

You're cordially invited to Open Day on Saturday, February 8 from 10 am to 6 pm. Join faculty, staff and students who will answer all your questions about our academic programs and campus life. Stay all day and grab lunch at the university restaurant. Tour the library, residences and gymnasium, and test your agility on our climbing wall. A full schedule of presentations is available [here](#).



CONTACT

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December
The Riddle of the Sphinx? HEC students solve its marketing equivalent

It's one of the biggest mysteries to perplex marketing directors since the dawn of the internet. How can customers be converted to the digital platform? For three months, Alexia Bakdache, Brice Le Collen, Margaux Martragny and Rémi Veltin searched for clues, and then presented their final results on December 18. At the close of this year's Grand Prix EDF HEC, the dynamic team emerged victorious, swiping the top prize.

Competition was stiff: 54 Master of Marketing Intelligence students took on the case (study). Companies such as Canal+, Covea, La Poste and Orange offered hints along the way through conferences on digital innovation and customer relationships, giving every participant a deeper knowledge of e-marketing and the energy sector.

"This project gives students an opportunity to explore digital marketing, client relationships, communications and energy industry challenges," Professor of Marketing and EDF Chair Dominique Rouziès says.

EDF's Director of Residential Clients Sylvie Jehanno, Marketing Director of Residential Clients Sébastien Jumel and the multichannel marketing team, along with HEC Paris Dean Bernard Ramanantsoa were all in attendance at the final event. Anne Desmons, Emmanuelle Frazao, Aurélie Morel and Sidi Mohamed Sari-Ali snagged second place, and a special prize was awarded to Audrey Alves-Cunha, Jean-Hugo Kaftandjian, Pauline Payet and Jérémy Scetbun.

Congratulations to all!



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December
Cyclist spreads smiles

Matthieu Liard knows how to make people smile. In fact, he's done it in China, Iran, Azerbaijan and Italy. Over every kilometer of his 16,000 kilometer journey, from Shanghai to London, this 2006 CEMS and HEC Paris alumnus couldn't help but spread smiles. With his friend Oli Goulden, his cycling journey raised money for Operation Smile, an international charity that provides free operations for children born with cleft lips, cleft palates and other facial deformities. Their bicycles took the pair through 19 countries, four deserts and three mountain ranges.

Since 1982, Operation Smile has provided more than 3.5 million comprehensive patient evaluations and 200,000 free surgeries to children and young adults. Matthieu and Oli decided to make the trip for two reasons: to give back to China, where they had lived for several years, and to give every child the ability to smile. "If we couldn't smile, we wouldn't be the people we are today," Matthieu says. "For us, a human without a smile would be like a bee without a sting or a lion without a roar. Through this expedition, we want to help kids smile so they are empowered by the most effective social artillery of them all." By the end of their journey, they will have raised enough money to fund 100 operations.

To see their trip in action, via a BBC video, [click here](#). Matthieu spoke about the lessons he learned during his trip at the HEC CEMS Club on December 10. To see a video of his speech, [click here](#).



CONTACT

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December
Pascal Croset wins ManpowerGroup award for treatise on manpower

How much manpower does it take to offer an original look at the changing nature of work, employment and society? This year, it took the efforts of just one man: Pascal Croset, a consultant with a PhD specialized in change management. He won the Fondation ManpowerGroup's award for outstanding work that treats the subject of employment and society. His forward-thinking book, entitled *Ambition at the heart of transformation*, documents the evolution of the world's biggest phosphates and derivatives exporter, the Moroccan Office Chérifien des Phosphates (OCP).

The 18th edition of the *Prix de la Fondation ManpowerGroup pour l'emploi* took place on December 3 at the Paris Chamber of Commerce. President of ManpowerGroup France Alain Roumilhac, HEC Paris Dean Bernard Ramanantsoa, OCP President and Vice-President Mostafa Terrab and Amar Drissi, and Moroccan Ambassador to France Chakib Benmoussa were all present at the ceremony.

HEC Paris students teamed up with the jury to select the second prize winners. Hermann Simon and Stephan Guinchard took home that prize for their work, "The Hidden Champions of the 21st Century".



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November
The ultimate Porsche driving experience starts at HEC

On your marks, get set.... GO! On November 22, HEC Paris transformed from your typical management school campus to a mini Le Mans race track with more than 50 Grande Ecole and MBA students taking the newest Porsche models out for a spin.

This was the latest initiative aimed at whetting students' appetite for beautiful cars and loud engines since the German auto manufacturer joined the HEC Foundation as a corporate partner in early 2013. Through this partnership, Porsche is actively contributing to learning, particularly through academic partnerships with HEC Paris professors. "For students, owning a Porsche is a dream. That's why studying the company Porsche is a fascinating business case," says Porsche France Managing Director Marc Ouayoun says.

Also in this issue



ALUMNI

For former World Trade Organization director all roads lead home [...]



CAMPUS

One step for Marina Kundu, one giant leap for Executive Education [...]



PEOPLE

Frenchies armed with digital platform take America by storm [...]



KNOWLEDGE

HEC Paris bolsters private and public leadership across Africa [...]



CONNECTIONS

A fundraising success for a successful school [...]



The Big Picture



HEC breaks out the bollywood during India Week November 28. Every year, HEC organizes weeks dedicated to exploring the diverse cultures and nationalities that make up each graduating class. Students discover their classmates' cultures through conferences, fashion shows, food tastings and even vocal performances, as seen here.



Also in this issue



ALUMNI

For former World Trade Organization director all roads lead home [...]



CAMPUS

One step for Marina Kundu, one giant leap for Executive Education [...]



PEOPLE

Frenchies armed with digital platform take America by storm [...]



KNOWLEDGE

HEC Paris bolsters private and public leadership across Africa [...]



CONNECTIONS

A fundraising success for a successful school [...]



The Big Picture



Who puts pen to paper the best? Finance, Audit and Consulting Information Majors Marie Colombes and William Allais (second and third from left, respectively) certainly do, winning the Yves Bernheim – Mazars Prize on November 20 for the best papers in Finance. These talented scribes receive their awards alongside Professor Sophie de Oliveira de Leite, and Mazars Associate Jean-Louis Lebrun.



Also in this issue



ALUMNI

For former World Trade Organization director all roads lead home [...]



CAMPUS

One step for Marina Kundu, one giant leap for Executive Education [...]



PEOPLE

Frenchies armed with digital platform take America by storm [...]



KNOWLEDGE

HEC Paris bolsters private and public leadership across Africa [...]



CONNECTIONS

A fundraising success for a successful school [...]



The Big Picture



Mirror, mirror on the wall, who wears the prettiest sari of them all? The ladies at the HEC Indian Week fashion show!

Also in this issue



ALUMNI

For former World Trade Organization director all roads lead home [...]



CAMPUS

One step for Marina Kundu, one giant leap for Executive Education [...]



PEOPLE

Frenchies armed with digital platform take America by storm [...]



KNOWLEDGE

HEC Paris bolsters private and public leadership across Africa [...]



CONNECTIONS

A fundraising success for a successful school [...]





The Big Picture



Ahoy captain! The HEC Paris Sailing Club awards Jean-Pierre Dick with its honorary presidency December 4. Jean-Pierre won fourth place in the 2012-2013 Vendée Globe, a round-the-world yacht race in which competitors must sail non-stop and without assistance.

Also in this issue



ALUMNI

For former World Trade Organization director all roads lead home [...]



CAMPUS

One step for Marina Kundu, one giant leap for Executive Education [...]



PEOPLE

Frenchies armed with digital platform take America by storm [...]



KNOWLEDGE

HEC Paris bolsters private and public leadership across Africa [...]



CONNECTIONS

A fundraising success for a successful school [...]





The Big Picture



They shoot, they score, GOOOOAAAL! Fifteen HEC students from the Grande Ecole and MBA programs pose in front of Doha's Museum of Islamic Art during HEC's inaugural trip to participate in Doha Goals. The program is the world's premier platform for leaders to create initiatives for global progress through sport.

Also in this issue



ALUMNI

For former World Trade Organization director all roads lead home [...]



CAMPUS

One step for Marina Kundu, one giant leap for Executive Education [...]



PEOPLE

Frenchies armed with digital platform take America by storm [...]



KNOWLEDGE

HEC Paris bolsters private and public leadership across Africa [...]



CONNECTIONS

A fundraising success for a successful school [...]





The Big Picture



China meets Clarisonic thanks to these L'Oréal Marketing Grand Prize winners! L'Oréal Human Resources Development Director Jean-Claude Le Grand and HEC Paris Associate Dean Eloi Peyrache awarded the picture Grande Ecole students on January 10. Their presentation on Clarisonic's development in China argued for a new product offering and digital launch strategy that would boost brand awareness.



Also in this issue



ALUMNI

For former World Trade Organization director all roads lead home [...]



CAMPUS

One step for Marina Kundu, one giant leap for Executive Education [...]



PEOPLE

Frenchies armed with digital platform take America by storm [...]



KNOWLEDGE

HEC Paris bolsters private and public leadership across Africa [...]



CONNECTIONS

A fundraising success for a successful school [...]