#38 / December 2013



HOME

Campus

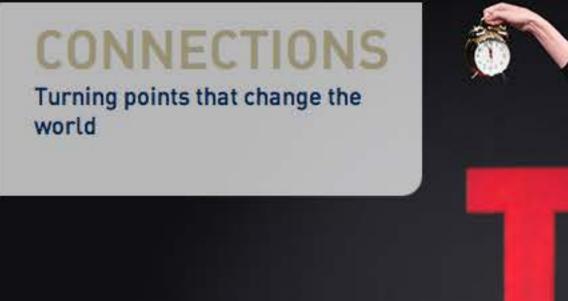
Alumni

People Knowledge

Connections

In Brief

The Big Picture



TE X HE Paris

Financial Times

ranks HEC #1 business school

in Europe



Mercedes Erra lets passion take the lead [...]



HEC Paris and IBM: tackling big data for big business [...]



HEC Paris takes classes beyond campus [...]



The math genius in all of us: HEC Paris honors numerical cognition pioneer Stanislas Dehaene [...]

In Brief



November - February

Candid conversations: business leaders reveal the truth behind management success at the MBA CEO Speaker Series

November

HEC Paris professors oversee creation of top strategy textbook's new edition

October & November

HEC au Féminin conference: the advancement of women is everyone's business!

October

Crowdfunding start-ups at 4th HEC Workshop on Entrepreneurship

October

HEC Paris makes Times' Top 5 EMBA

October

Puma Energy pounces to partner with HEC Foundation

September

HEC Paris professors scoop up prestigious awards

More -



The BIG Picture











SEE THE FULL SLIDESHOW →

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#38 / December 2013



Home

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CAMPUS

Alumni

People Knowledge Connections

In Brief

The Big Picture



HEC Paris and IBM: tackling big data for big business



Big data leads to new directions in life and at HEC Paris

Image: the marketing bit Once upon a time, only IT programmers handled big data, but now it presents a major challenge for business executives as they enter a job market where analytical skills are in increasingly high demand. That's why this year HEC Paris and IBM launched Europe's first Big Data and Business Analytics specialization for MBA students. This new collaboration will enable HEC Paris students to leverage IBM's technological innovation expertise in order to gain valuable business knowledge.

Meeting future demands

According to the 2012 IBM Tech Trends Report, only one in ten companies has the necessary skills available to analyze and leverage the huge amount of data created by smart technologies. HEC Paris and IBM created the Big Data and Business Analytics specialization to respond to this shortage.

Knowing how to read data can help inform important commercial decisions, improve competitive advantage, help adapt to evolving markets and target customers. "Now more than ever, our business and management students must develop analytical competencies," says Professor Bernard Garette, MBA Associate Dean at HEC Paris. *Combining general business fundamentals with more specific data interpretation skills will improve leaders' decision-making and innovation capabilities."

IBM and HEC Paris answer the data call

Students who complete the specialization will be well positioned upon graduation to seize the growth opportunities linked to big data and business analytics. With their newly acquired skills they will be able to:

- analyze and forecast consumer trends,
- · conduct competitor research,
- improve physical and online sales strategies,
- · measure the impact of marketing campaigns on brands.

IBM will make its big data software, engineers and scientists available to HEC Paris students and professors to create a curriculum and class materials that address the latest data challenges.

"The new program reflects IBM's desire to invest in higher education while using technology to answer the big data challenges of the future," says Josiane Gain, leader of university relations for IBM France.

Already looking ahead, HEC Paris is looking to further develop the specialization by adding courses in strategy simulation models, data extraction, social media analysis and data visualization.

KEY IDEAS

- HEC Paris and IBM have launched a joint MBA specialization in Big Data and **Business Analytics**
- This is the first European business school program that specifically addresses business analytics
- Students will benefit from privileged access to IBM's data scientists, big data expertise and the IBM Academic Initiative network

Also in this issue



ALUMNI

Mercedes Erra lets passion take the lead [...]



PEOPLE

The math genius in all of us: HEC Paris honors numerical cognition pioneer Stanislas Dehaene [...]



KNOWLEDGE

HEC Paris takes classes beyond campus [...]



CONNECTIONS

Turning points that change the world [...]

Download PDF | Previous issues | Contact | Terms & conditions | HEC Paris | © HEC Paris 2013 STAY CONNECTED















#38 / December 2013



Campus Home

ALUMNI

People

Knowledge

Connections

In Brief

The Big Picture



Mercedes Erra lets passion take the lead





Mercedes Erra (HEC 81)

"Persuasion has been part of the human dialect since the dawn of time," Mercedes Erra (HEC 81) says. "Advertising is still a field in which rationale and emotion meet to drive persuasion and that's why I'm so passionate about it."

For Mercedes, this passion has been at the core of her great success. Her advertising agency, BETC, is number one in France, ranking among the top three in Europe and the top 10 for creative work worldwide. But advertising is only one of her many passions: even with an agenda packed full of client meetings, she remains committed to immigration, women's advancement, parenting and education. The last led her to introduce the TEDxHECParis event on October 18 on women and how she became a feminist at age five.

An iconic figure at HEC Paris

Mercedes has always been deeply involved in HEC. During her school years, she immersed herself in campus life, which led to her founding of a women's club. That dedication to her alma mater continued well after graduation: she served as president of the HEC Alumni Association from 2005 to 2008. "HEC instilled in me the idea that many things are possible," she says. "I have many fond memories of campus: beautiful moments, beautiful encounters. It's not a coincidence that I have many fellow HEC alumni surrounding me at the agency."

Award-winning international success

Following her studies, she joined advertising agency Saatchi & Saatchi as an intern, working her way up to General Director. In 1995, she resigned from this role and subsequently co-founded BETC, her life's passion for the past 18 years.

Under her leadership, BETC rose to become one of France's true business success stories. The agency has mastered the art of strategic invention and experimentation, based on sharp brand thinking that expertly crafts together content and style to inspire great ideas and capture people's attention. Notable advertising campaigns include McDonalds' "Come as you are," Evian's "Live young" and Air France's "Making the sky the best place on Earth."

Helping HEC make tomorrow its business

Mercedes also stars in one of the posters for HEC's new advertising campaign "Tomorrow is our business," which is developed and designed by BETC.

In France, the campaign emphasizes HEC's role in educating tomorrow's business leaders in social and ethical responsibility as well as sustainable development with reaction-driven slogans, including "Ecologists, create factories!" Internationally, the campaign includes quotes from HEC alumni who are renowned business leaders: L'Oréal CEO Jean-Paul Agon (HEC 76), AXA CEO Henri de Castries (HEC 76), Best Buy CEO Hubert Joly (HEC 81), Kering CEO François-Henri Pinault (HEC 85), Christie's France Director Aline Sylla-Walbaum (HEC 94), CDP Group CEO Wayne Wang (EMBA 09) and, of course, Mercedes Erra.

"What I like most about this campaign is that, rather than offer young people a challenge, it gives them a constructive model that encourages them to build a world by their rules," Mercedes says.

KEY IDEAS

- HEC Paris alum Mercedes Erra founded BETC, France's most successful advertising agency.
- Mercedes served as president of the HEC Paris alumni association from 2005 to
- She is actively involved in associations and foundations that promote women's leadership, immigration and human rights.
- Mercedes' agency, BETC, helped design HEC Paris' new communications campaign, "Tomorrow is our business."

Also in this issue



CAMPUS

HEC Paris and IBM: tackling big data for big business [...]



PEOPLE

The math genius in all of us: HEC Paris honors numerical cognition pioneer Stanislas Dehaene [...]



KNOWLEDGE

Nobel Economist Thomas Sargent receives HEC Paris' most honored distinction [...]



CONNECTIONS

Turning points that change the world [...]

Download PDF | Previous issues | Contact | Terms & conditions | HEC Paris | © HEC Paris 2013 STAY CONNECTED















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#38 / December 2013



Home

Campus

Alumni

PEOPLE

Knowledge

Connections

In Brief

The Big Picture



The math genius in all of us: HEC Paris honors numerical cognition pioneer Stanislas Dehaene





Professor Stanislas Dehaene readies himself to discuss man's evolution from apes during his Honoris Causa lecture

Acclaimed cognitive neuroscience researcher Stanislas Dehaene was named HEC Paris' latest Honoris Causa Professor during a special ceremony held on the HEC Paris campus on September 12. Dean Bernard Ramanantsoa paid tribute to Professor Dehaene as an "entrepreneur of research and a pioneer of cognitive science" who is at the forefront of understanding how the brain processes numbers and letters.

The psychology of numbers

For the past two decades, Professor Dehaene's cognitive neuroscience and psychology research has been driven by an effort to understand how the brain processes numerical knowledge and its accompanying linguistic symbols. After designing new methods of psychological testing to analyze how individuals treat numbers, he discovered that different regions of the brain are responsible for different types of mathematic calculations.

Together with his research partner Denis Le Bihan, Professor Dehaene was awarded the scientific Grand Prize from the Fondation Louis D. of the Institut de France in 2003. Professor Dehaene has occupied the post of Chair of Experimental Psychology at Collège de France since its creation in 2005.

Learning beats genetics

After receiving his Honoris Causa distinction at HEC Paris, Professor Dehaene delivered a speech entitled "Are we all gifted in math? The problem of math's origin." He stated his belief that education is the great mathematical equalizer: "Individuals are born with a sense for numbers, an innate numerical capability that is then influenced by education. Learning has the power to increase the brain's development and skills even beyond genetics."

Professor Dehaene then explained how this understanding helped him pinpoint the origins of dyscalculia, an arithmetic form of dyslexia. Based on that understanding, he has developed educational software used worldwide that helps children with this condition.

Mathematical evolution

Professor Dehaene posits that mathematical intuitions and their representations adapt to the changing needs of the world, giving them an enduring relevance. "We evolved from primates who understood the space around them," Professor Dehaene said. "Evolution has made us capable of doing geometry because of an innate capacity to link our concrete world to representational numbers and language. Learning simply means creating those links in our brains."

He will continue exploring the relationship between math and the brain through his multidisciplinary work at CEA Saclay, and his involvement with the EU-funded Human Brain Project.

KEY IDEAS

- Professor Stanislas Dehaene, a professor at the Collège de France, was named an Honoris Causa Professor at HEC Paris on September 12
- A leading researcher in numerical cognition, he delivered a speech entitled "Are we all gifted in math? The problems of the origins of math"
- Professor Dehaene is the Chair of Experimental Psychology at Collège de France

Also in this issue



ALUMNI

Mercedes Erra lets passion take the lead [...]



CAMPUS

HEC Paris and IBM: tackling big data for big business [...]



KNOWLEDGE

HEC Paris takes classes beyond campus [...]



CONNECTIONS

Turning points that change the world [...]

Download PDF | Previous issues | Contact | Terms & conditions | HEC Paris | © HEC Paris 2013 STAY CONNECTED













People

The more you know. the more you dare®

#38 / December 2013



Home

Campus

Alumni

KNOWLEDGE

Connections

In Brief

The Big Picture

Also in this issue

Mercedes Erra lets passion take the

HEC Paris and IBM: tackling big data



HEC Paris takes classes beyond campus







ALUMNI

lead [...]

CAMPUS

for big business [...]

The math genius in all of us: HEC Paris honors numerical cognition pioneer Stanislas Dehaene [...]





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





Professor Alberto Alemanno gets ready for his close-up

Beginning February 2014, HEC Paris will be the first business school in France to launch massive online-open courses (MOOC) on Coursera. These MOOCs - interactive, free classes offered online - will enable HEC Paris to share its knowledge with a global audience in both English and French. HEC Paris is no stranger to online courses: classes offered on its iTunes U platform have been downloaded a total of over two million times in the past three years. But through these MOOCs, participants can take part in different activities and interact in real time, just as they would if they were in the same room with each other.

Crowd-sourced approach to EU policy

Two classes will launch the MOOC concept at HEC Paris. In the first course, taught in English and entitled "Understanding Europe", Alberto Alemanno, an Associate Professor in the Tax & Law Department, will cover the fundamentals of European institutions, how they affect citizens and how citizens can have a say in the EU's policies. At the same time, yet separately, Professor Alemanno will launch the HEC Regulatory Policy Clinic together with the NYU School of Law. This clinic will provide HEC Paris and NYU law students with the opportunity to advise NGOs about individual EU policy initiatives. The six-week MOOC will deliver an in-depth look on the EU by giving participants enough understanding to assess the quality of policy submissions. The two classes will converge when students from the Clinic will present their policy proposals during a MOOC session. As a result, participants will provide feedback on each proposal submitted by Clinic groups. The MOOC will thus offer a type of crowd-sourced democracy with the goal of creating a more transparent, open government.

The course will be taught with a bottom-up approach, which Professor Alemanno asserts will "empower citizens and business operators to maximize their rights and opportunities in the current institutional environment."

Defining finance

What good is a business if you can't assign it value? Affiliate Finance Professor at HEC Paris and Partner and founder of Monestier Capital Pascal Quiry aims to make sure his participants can do just that through his four-week French-language MOOC, Evaluating Companies Financially. He will treat everything from price-earning ratios to discounted cash flows, enabling participants to financially analyze a business by the end of the class.

"This new partnership is fresh proof of HEC Paris' desire to improve and expand teaching via technology," HEC Paris Dean Bernard Ramanantsoa says. "Thanks to this partnership, we'll deliver our courses worldwide to people who might not usually have access to higher education. Sharing our faculty's expertise at no cost to the general public is a truly exciting and meaningful challenge!"

Graduates of these courses will receive a signed Statement of Accomplishment from their professors to prove their studies.

KEY IDEAS

- In 2014, HEC Paris will be the first French business school to offer massive openonline courses on Coursera
- Two classes will be offered in February and March: a class on corporate finance taught by Professor Pascal Quiry in French and a class on the European Union taught by Professor Alberto Alemanno in English
- · Professor Alberto Alemanno's "Understanding Europe" class will provide participants with a chance to directly influence policy through live case studies presented by his HEC NYU Regulatory Policy Clinic students

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Home

Professor Anne-

clock during her

TEDxHECParis

Laure Sellier

lecture

questions the

Campus

Alumni

People Knowledge CONNECTIONS

In Brief

The Big Picture

Also in this issue

Mercedes Erra lets passion take the

HEC Paris and IBM: tackling big data



Turning points that change the world







PEOPLE

ALUMNI

lead [...]

CAMPUS

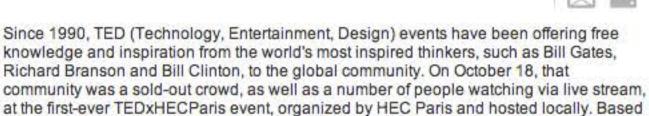
for big business [...]

The math genius in all of us: HEC Paris honors numerical cognition pioneer Stanislas Dehaene [...]



KNOWLEDGE

HEC Paris takes classes beyond campus [...]



on the theme "turning points," accomplished speakers from diverse fields shared their lifechanging ideas and experiences including extreme and unusual events that altered their

perspectives, propelled them in new directions, and ultimately gave them the opportunity to change the world.

United through visionary thinking

Following in the spirit of TED's mission "ideas worth spreading," the TEDxHECParis stimulated dialogue as guest speakers shared many personal insights with participants. Some noteworthy revelations that sent Twitter buzzing that evening include the

- "70% of human work is done by women yet they earn 10% of the world's income and own 1% of the world's property. I was a feminist at age five," said Mercedes Erra (HEC 81), BETC founder.
- "You can change the world by becoming your own storyteller. Photography has the power to do that," said Reza, photographer for National Geographic, Time Magazine, Stern and Paris-Match.
- "We had nothing, we did what we could and we saw the difference. AT CARE, we bring help, and hope, to people," said Philippe Levêque (HEC 82), CARE France
- "Music is the only thing that goes beyond the boundaries of culture, tradition and country. It deserves the Nobel Peace Prize," said Hugues Reiner, French Army Choir founder and conductor.
- "Know how to do, know how to delegate, know how to teach," said Thierry Marx, Michelin-starred chef.
- "Transcend what's on paper and create emotional connections with other people. That's a turning point," said Heather Brown, World Peace Movement Founder. "We need to reinventing our economic system, down to the pervasive presence of
- the clock in our society," said Anne-Laure Sellier, HEC Paris Associate Professor in Marketing

The event was also a chance to watch musicians and dancers perform, from hip hop dancers to rapper Médine to classical cellist Adrien Frasse-Sombret. Even the crowd rose in song, conducted by Hugues Reiner.

To see all the fun in action, watch the YouTube videos.

A 100% student-led venture

Four years ago, a group of students came up with the idea to host a TEDx event at the HEC Paris campus. After much hard work and dedication, eight HEC Paris students of a variety of nationalities from the Grande Ecole, Masters and Entrepreneur programs finally helped the dream become a reality: they organized all guest speakers and created a marketing campaign that included live tweets and a live YouTube feed.

"Now you may wonder, what business does a business school have with turning points," HEC Paris Dean Bernard Ramanantsoa said in his opening remarks, "Shouldn't a business school show students how to succeed with as few turning points as possible? But we, at HEC, believe that life hands you many opportunities. Our hope is that when students leave campus, they will be able to seize the moments that life can give them and transform them into their very own personal turning points."

For more information, visit the TEDxHECParis site.

KEY IDEAS

- The first-ever TEDxHECParis event took place October 18.
- Speakers, including conductor Hugues Reiner and chef Thierry Marx, discussed their "turning points" during 18-minute lectures.
- #TEDxHECParis was a top 100 trending topic on Twitter.

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Alumni

Connections

In Brief

Home



Campus

CONTACT

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November - February

People

Candid conversations: business leaders reveal the truth behind management success at the MBA CEO Speaker Series

Knowledge

What does it take to be a successful and innovative CEO at the helm of one of the world's leading corporations? For the answer to that indispensable question, HEC Paris students need only to look to the MBA CEO Speaker Series program, which invites some of Europe's most influential leaders across the media and finance sectors to the HEC Paris campus for an evening of open dialogue.

In October, attendees heard from guest speaker and Euro Disney President Virginie Calmels. Scheduled for November and February, the next events will welcome Jean-Yves Fillion (CEO of BNP Paribas' North American Corporate and Investment Banking), and Jean Hornain (CEO of Le Parisien and Aujourd'hui en France).

To see lessons in leadership from previous CEO Speaker Series, watch our YouTube video.

NAME - OFFICE . LENGY . GARRETTE . OUSSAUCE . OURAND

HEC Paris professors oversee creation of top strategy textbook's new edition

The sixth edition of Strategor, France's most popular business strategy textbook, was released on July 3 and features multiple contributions from HEC Paris' team of academics. The textbook features contributions from 31 high-profile academics, consultants and managers. It was compiled by Associate MBA Dean Bernard Garrette, Dean of Faculty and Research Pierre Dussauge, Emeritus Professor Jean-Loup Ardoin and Affiliate Strategy Professor Frédéric Leroy.

The new edition has been significantly rethought and enriched, with added focus on strategic and political issues faced by businesses operating in today's complex markets. New and expanded sections explain how companies can capitalize on innovation, sustainable development and organizational change to lead their industries. On the occasion of the book's release, HEC Paris hosted a breakfast debate on November 25 at the Salons Hoche in Paris. During the breakfast some of the book's authors will be joined by L'Oréal CEO Jean-Paul Agon to discuss globalization and innovation strategies.

Also in this issue

The Big Picture



ALUMNI

IN BRIEF

Mercedes Erra lets passion take the lead [...]



CAMPUS

HEC Paris and IBM: tackling big data for big business [...]



PEOPLE

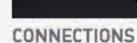
The math genius in all of us: HEC Paris honors numerical cognition pioneer Stanislas Dehaene [...]



KNOWLEDGE

HEC Paris takes classes beyond campus [...]





Turning points that change the world [...]



CONTACT

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October & November

HEC au Féminin conference: the advancement of women is everyone's business!

Laws have been voted and passed, but true parity between men and women on the boards of French corporations is still far from being a reality. Less than 20% of board members in the SBF 120 index companies are women and there is not a single female CEO among the CAC 40 companies.

Deeply committed to changing this situation, HEC au Féminin and HEC Executive Education are joining forces to present two exclusive half-day conferences promoting the advancement of women to key strategic executive positions. The first conference, held on October 15, focused on the topic of "Female Governance." On November 12, the second conference addressed "Executive Careers: Boards of Directors and Executive Committees." Guest speakers will include HEC Paris Professor Emeritus Jacqueline Laufer, Nathalie Rachou, co-founder of Topiary Finance and Marie-Hélène Mansard, VP of Communications for ThalesRaytheonSystems.

The conference was held at Christie's auction house in Paris.



CONTACT

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October

Crowdfunding start-ups at 4th HEC Workshop on Entrepreneurship

In recent years, crowdfunding has undoubtedly changed the landscape of global entrepreneurship. On October 4-5, leading social scientists from around the world converged on HEC Paris to discuss this new frontier of investment at the 4th HEC Workshop on Entrepreneurship, supported by the HEC Foundation, the ATOS Origin Chair and the HEC Leadership Center. Organized by Associate Professor of Strategy and Business Policy Thomas Astebro attendees discussed how entrepreneurs negotiate, the impact of French employment insurance policy changes on entrepreneurship, and the role of ethnicity-based venture capital investments in the USA.



CONTACT

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Communications Department

October

HEC Paris makes Times' Top 5 EMBA

September school rankings brought success for HEC Paris on multiple fronts. Its TRIUM Global Executive MBA program, offered in conjunction with NYU Stern and the London School of Economics, was ranked 4th in the Financial Times' ranking of Executive MBAs worldwide overall and 1st in work experience and international course experience. The program has ranked in the top 5 since its inception.

In addition, HEC Paris placed 50th worldwide and 1st in France in the annual Times Higher Education's World University Rankings for Social Sciences . 2013 marks HEC Paris' first appearance in this prestigious ranking, which evaluates criteria such as education, teaching, research, knowledge transfer and international outlook. HEC Paris also placed 5th in the Times' new Alma Mater Index, which ranks schools based on how many CEOs they have produced.



CONTACT. Nelly Renault

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October Puma Energy pounces to partner with HEC Foundation

Global oil company Puma Energy is the HEC Foundation's latest corporate partner. The four-year partnership between HEC Paris and Puma Energy will create a knowledge exchange: Puma Energy will contribute to HEC Paris' state-of-the-art research and teaching in the energy field, and Puma Energy will strengthen its presence among HEC Paris students and graduates.

"Our partnership with the HEC Foundation will not only contribute to attracting the best talent," said Pierre Eladari, Puma Energy CEO. "It will also enable our management employees to gain access to HEC expertise, specifically at the world-leading Petroleum Center."

The new alliance was celebrated at a signing ceremony held on October 2 in Paris, which was attended by Pierre Eladari, Puma Energy CEO; Jean-Paul Vermès, Vice Chairman of the Paris Ile-de-France Regional Chamber of Commerce and Industry; Bernard Ramanantsoa, HEC Paris Dean; and Barbara de Colombe, Executive Director of the HEC Foundation.



Laurianne Thoury

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September

HEC Paris professors scoop up prestigious awards

Three HEC Paris professors have recently been recognized for their outstanding contributions to business research for the 2012/2013 academic year. This June, Associate Professor of Law Alberto Alemanno won first prize in

the European Communities Trademark Association Award Competition for an article he co-authored with City University London Professor Enrico Bonadio. In the article, Professor Alemanno argues that unbranded packaging for tobacco raises legal implications and sets significant precedent for other product packaging.

On August 28-31, Finance Professor David Thesmar was awarded Best Paper in the Review of Finance, Europe's leading finance journal, by the European Finance Association for his research paper. The paper demonstrates that companies perform better when top executives are more independent from the CEO.

On August 11, Associate Professor in Marketing Kristine de Valck won one of the prestigious Citations of Excellence Awards for 2013, given by Emerald Group Publishing for exceptional articles with a measurable impact. Professor De Valck won for her article on virtual communities. Chosen among all articles published by 300 management journals, her piece compares the impact of traditional online communities, such as forums, with more recent networking sites, such as blogs and social networking sites.

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#38 / December 2013



Home

Campus

Alumni People

Knowledge

Connections

In Brief

THE BIG PICTURE

The Big Picture











ALUMNI

Mercedes Erra lets passion take the



CAMPUS

HEC Paris and IBM: tackling big data for big business [...]



PEOPLE

The math genius in all of us: HEC Paris honors numerical cognition pioneer Stanislas Dehaene [...]



KNOWLEDGE

HEC Paris takes classes beyond campus [...]



CONNECTIONS

Turning points that change the world [...]



Our new MSc Strategic Management students take a break from the classroom to discover the forest around HEC Paris.









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#38 / December 2013



Campus

Alumni People

Knowledge

Connections

In Brief

THE BIG PICTURE

The Big Picture









Tickling the ivories comes easy to Nicolas Liscia-Beaurenaut (HEC 14) during a concert welcoming the newest Grande Ecole intake on September 8.









Also in this issue



ALUMNI

Mercedes Erra lets passion take the



CAMPUS

HEC Paris and IBM: tackling big data for big business [...]



PEOPLE

The math genius in all of us: HEC Paris honors numerical cognition pioneer Stanislas Dehaene [...]



KNOWLEDGE

HEC Paris takes classes beyond campus [...]



CONNECTIONS

Turning points that change the world [...]

Download PDF | Previous issues | Contact | Terms & conditions | HEC Paris | © HEC Paris 2013 STAY CONNECTED









published by HEC Paris / edited by WordAppeal



#38 / December 2013



Home

Campus

Alumni People

Knowledge

Connections

In Brief

THE BIG PICTURE

The Big Picture







Also in this issue



ALUMNI

Mercedes Erra lets passion take the



CAMPUS

HEC Paris and IBM: tackling big data for big business [...]



PEOPLE

The math genius in all of us: HEC Paris honors numerical cognition pioneer Stanislas Dehaene [...]



KNOWLEDGE

HEC Paris takes classes beyond campus [...]



CONNECTIONS

Turning points that change the world [...]



Meet the HEC family! Our professors pose for a picture during Faculty Day 2013 on September 5, an annual event which enables them to discuss their experiences during workshops while welcoming newly-recruited colleagues.









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#38 / December 2013



Campus

Alumni People

Knowledge

Connections

In Brief

THE BIG PICTURE

The Big Picture









Who's head of the class for 2013? It's these four MSc Strategy graduates, who received top honors for academic excellence on September 25. From left to right Xavier Cazard (now working at Mars & Co in Paris), Claes Christiansen (McKinsey & Company, Vienna), Affiliate Professor and former CEO of Essilor Xavier Fontanet, Professor Rodolphe Durand, Ariane Hamaide (BCG Paris), and Alice Obrecht (Oliver Wyman Paris).









Also in this issue



ALUMNI

Mercedes Erra lets passion take the



CAMPUS

HEC Paris and IBM: tackling big data for big business [...]



PEOPLE

The math genius in all of us: HEC Paris honors numerical cognition pioneer Stanislas Dehaene [...]



KNOWLEDGE

HEC Paris takes classes beyond campus [...]



CONNECTIONS

Turning points that change the world [...]

Download PDF | Previous issues | Contact | Terms & conditions | HEC Paris | @ HEC Paris 2013 STAY CONNECTED









published by HEC Paris / edited by WordAppeal



#38 / December 2013



Home

Campus

Alumni People

Knowledge

Connections

In Brief

THE BIG PICTURE

The Big Picture









Game, set and match for HEC Paris on October 6! The HEC Paris team has nothing but love at the 8th Annual HEC European Clay Court Tournament at Roland Garros 2013, competing against tennis pros from top European universities for a chance to prove their school is tennis gold.











Also in this issue



ALUMNI

Mercedes Erra lets passion take the



CAMPUS

HEC Paris and IBM: tackling big data for big business [...]



PEOPLE

The math genius in all of us: HEC Paris honors numerical cognition pioneer Stanislas Dehaene [...]



KNOWLEDGE

HEC Paris takes classes beyond campus [...]



CONNECTIONS

Turning points that change the world [...]

Download PDF | Previous issues | Contact | Terms & conditions | HEC Paris | @ HEC Paris 2013 STAY CONNECTED









published by HEC Paris / edited by WordAppeal



#38 / December 2013



Campus

Alumni People

Knowledge

Connections

In Brief

THE BIG PICTURE

The Big Picture







Also in this issue



ALUMNI

Mercedes Erra lets passion take the



CAMPUS

HEC Paris and IBM: tackling big data for big business [...]



PEOPLE

The math genius in all of us: HEC Paris honors numerical cognition pioneer Stanislas Dehaene [...]



KNOWLEDGE

HEC Paris takes classes beyond campus [...]



CONNECTIONS

Turning points that change the world [...]

Who knows the law? The winners of the Allen & Overy prize! From left to right, Professor François Lenglart, Scientific Director of the Law and International Management Master; Safaa Lorabi (HEC 13), Victor Camatta (M 12); Robin Barrière (HEC 13); Rodrigue Tchouale (M 12); Nicole Stolowy, Tax & Law Professor at the awards ceremony on September 26. For the past ten years, the Allen & Overy prize has awarded the best research papers from students in the Tax &





International Law Strategy Major and the Law & International Management Master.





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