

#1

IÉS!

IÉSEG NETWORK MAGAZINE

DIFFERENT FORMS OF COMMITMENT

ENTREPRENEUR

Pierre Maury invented the recruitment of the future

INTERNATIONAL

Véronique Derym reveals the Big Apple's hidden face

DECODING

All forms of negotiation with Adrian Borbély

"I ARRIVED IN NEW YORK
IN THE MIDST OF
THE FINANCIAL CRISIS..."

Véronique Derym
(IÉSEG 1996 - Story page 8)

THE APPEAL OF JUNE 22

What about starting off summer by participating in an unmissable event? On June 22, head to an exceptional location in Paris, along the Seine, for the annual IÉSEG Network evening. On the menu: reunion, conviviality and guinguette atmosphere!

@ **Enrolment and info:**

www.ieseg-network.com, "events" section

CLUB LUXEMBOURG PLEBISCITE

What a success for a premiere! Over 60 graduates and students, French and international, met on October 26 at La Réserve in Luxembourg. The restaurant, a wine merchant and deli, witnessed passionate exchanges between new representatives and members of the Club Luxembourg. No doubt 2018 will bring its share of new appointments!

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"IÉSEG AU FÉMININ"

Raise awareness of the position of women in society and in business, reflect, share experiences, enrich oneself in the eyes of others, develop a friendly, supportive and caring network ... Any reason is good for joining the Club "IÉSEG au Féminin" (IÉSEG Feminine Club)! Hosted by Sonia Desmarchelier (IÉSEG 2003) in Lille, Juliette Veyrat (IÉSEG 2009) and Charlotte Bourez (IÉSEG 2004) in Paris, the club is of course open to men too! Conferences and workshops cover a wide spectrum of our graduates' daily concerns: "changing the working world to achieve gender equality", "taking care of your health to stay fit over time", sophrology workshop or "image coaching" to name a few. Do you feel like starting your own club? Feel free to contact us!

@ **More info:** e.toucas@ieseg.fr

CONFERENCES... FOR ALL !

IÉSEG Network constantly adapts itself to its members' new uses and needs. Proof of this with web-conferences, accessible to all graduates, all over the world. And at any time since they are available in replay! Once a month, they involve experts on a theme (Recruiters evolve, what consequences for me as a candidate? - What kind of stressed person are you? - Business conflicts and mediation, etc.) to provide support and further information.

@ **More info:** www.ieseg-network.com,
"Media Center" section



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A DAY WITH

No time to lose for Jean-Philippe Ammeux! Follow IÉSEG Director through key moments of his day.



IÉS, WE CAN!

In the digital and 280-character tweet era, launching a paper magazine with feature articles is a daring bet we are proud to take up for our graduates community. This bet has a name: IÉS!

Also available in web format, IÉS! mirrors our School and its network: ambitious, close to our Alumni and to their concerns, with its feet firmly planted in this day and age and brought to life "by real people for real people".

IÉS! tells a story: yours. Talents of today and tomorrow, bold and innovative entrepreneurs, discoverers and talent scouts, worldwide globetrotters ... our portraits highlight the diversity of profiles formed by IÉSEG and the importance of the human factor for a fulfilling career.

IÉS! is above all a link builder, with IÉSEG and its graduates, all generations and all continents combined! This magazine is yours: feel free to contact this issue's witnesses to exchange and continue the story, but also to offer your contributions for future issues. I hope you will enjoy reading this first issue as much as we did conceiving it.
Pleasant discovery!

Nicolas Messio - IÉSEG Network President (IÉSEG 2003)

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IÉS! IÉSEG Network Magazine

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UNFORGETTABLE INAUGURATION



Two months after the evening of December 11, 2017, the inauguration of the new "Promenade de l'Arche" IÉSEG building is still on everyone's mind and lips! No wonder with such a program!

Sponsored by [Pierre-Alain Vielvoye](#) (President of the Groupe Adéo - IÉSEG 1992) and in the presence of [Marc Delozanne](#) (Chairman of the IÉSEG Board of Directors) and [Jean-Philippe Ammeux](#) (Director - see interview p.10), the ceremony was also highlighted by the unveiling of our partner companies "Wall of Fame". But there were yet more surprises in store for the 700 members of the IÉSEG community (graduates, employees, parents of students, businesses, offices of students organisations and partner universities): each of the building's floor displayed a world tour of flavours, sensations and unforgettable memories. "Asia, South America, Europe, Africa and North America" cocktails, live music, Foundation corner and viewing of a retrospective film on IÉSEG history. Participants also appreciated the private viewing of the 25 photos selected for the IÉSEG photo contest final. Taken by students, collaborators and School graduates, they represent one of the five IÉSEG values : Achievement, Responsibility, Integrity, Solidarity and Commitment.

@ More info and videos : www.ieseg.fr/news

POSITIVE POSITIONS!

Every year, renowned French and international newspapers publish their rankings. A highly anticipated moment for students and their families, but also for schools, graduates and recruiters. Academic excellence, international influence, relations with companies, former students' satisfaction... the selected criteria offer a global vision of the quality of institutions.

Good news, IÉSEG distinguishes itself again this year: **1st** post-baccalaureate school (Le Figaro) / **31st** best Master in Global Management (Financial Times) / **7th** French Business School, **2nd** for graduates' satisfaction, **4th** internationally (L'Étudiant - L'Express). Next challenge: do even better next year and especially thanks to your support!

OVERWHELMING PROGRAMS!



On Friday, December 15, 2017, the first graduates of the "Executive MBA" and "Executive Mastère Spécialisé® Direction Financière" (Executive Master Specialized in Financial Direction) graduated in the Paris-La Défense campus.

Graduates and their families then gathered around a cocktail party to celebrate and share a convivial moment. Respectively launched in 2015 and 2016, these new curriculums confirm IÉSEG's ambition: to adapt its programs to world changes and businesses' needs. The latest example is the launch of two new qualifying training courses "Executive Specialized Master®" in October 2018 in "Sales Management and Business Development" and provided on the La Défense campus and open to Bac +4/5 with a minimum of three years of professional experience, these two programs are specifically designed to meet the needs of business professionals. Their part-time format is compatible with the pursuit of professional activities. If you want to be part of these pioneers in autumn 2018, go to www.ieseg.fr, "Continuing Education" section "Marketing and Digital Management".

@ Plus d'infos : c.bauer@ieseg.fr

34 000M²

This is the total current surface of the two IÉSEG campuses and new projects coming soon!

A FORUM FOR THE FUTURE



On February 9, 130 French and international companies came to meet the Master Grande École and Postgraduate Programs students as part of IÉSEG Corporate Fair. The opportunity to put forward their job offers to future graduates, to present their jobs, as well as their Human Resources policy.



TAX IS ACTION

You have already heard of the apprenticeship tax, but do you really know how useful it is?

Multiple aims tax

The apprenticeship tax is an essential complement to tuition fees and the grant allocated by the Minister of National Education. In 2018, it will enable the School to pursue high-level research, maintain its investments in innovative pedagogy to reveal future multicultural managers, and develop relationships with the business world in order to foster our students' employability.

Everyone can contribute

By paying your company's apprenticeship tax to IÉSEG, you will also help the School implement its new pedagogical strategy to offer students a personalized curriculum, recruit new teachers, launch new programs and welcome a growing number of co-op students and international students. Graduates, parents, suppliers or companies, each can provide financial support to IÉSEG by paying or encouraging his / her employer or entourage liable for the apprenticeship tax to choose IÉSEG from the collecting organisation of their choice. Caution: the campaign ends on February 28! And don't forget: mighty oaks from little acorns grow!

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100% MADE TO MEASURE



Since its creation in 2008, IÉSEG Executive Education provides tailor-made courses leading to a qualification to executives and managers.

To do so, its team of consultants and expert-teachers relies on varied media such as webinars, company visits, business games, conferences and workshops. Each company and sector (banking, distribution, industry, transport, hospitality, etc.) has its own issues... and solutions! Boulanger, CIC, McCain and many others already trust us. Why not your company?

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IÉSEG FIGURES 2017/2018



Figures sometimes speak louder than words. Those for autumn 2017/2018 are particularly eloquent...

5 150

students welcomed over the school year.

122

full time permanent teachers have a Ph.D.

81%

permanent teachers are foreigners and come from 44 different countries.

281

partner universities in 69 countries around the world.

2 500

partner companies, of all sectors and sizes.

2 270

international students.

7 200

graduates.

1 000

students in academic stay abroad.



Pierre Maury (with blue shirt) created MERITO in January 2016.

PIERRE MAURY RECRUITING DIFFERENTLY

A man in a hurry? A man with a purpose, rather! After his studies, **Pierre Maury** (IÉSEG 2017) meant to work for three years to gain experience before starting his own business. Six months later, he launched MERITO, the first merit-based recruitment platform. The start-up links businesses in need of salespeople and candidates recommended by a matching tool. An innovative idea, rewarded with IÉSEG Entrepreneur of the Year Award in 2017 and an exciting human adventure.

YOUR HISTORY RAISES A QUESTION: IS ONE BORN AN ENTREPRENEUR OR DO THEY BECOME ONE?

A bit of both, no doubt! I've always been passionate about entrepreneurship and innovation. During my 3rd year, I chose the "social innovation management" elective led by Jacques Angot which taught me a lot about these topics and their impact on society. I then did a Human Resources Master's degree in 4th year, an internship at Hays as a recruitment consultant and then a MBA in Melbourne with older and very professional profiles. After my internship at Michael Page, I accepted a permanent contract for Hays in Paris. I simultaneously began thinking about innovative ideas for this sector. I met Marion and Edouard, my current associates, during a "start-up weekend". Marion had imagined an employment agency where you could rate each candidate. It was the starting point of MERITO's adventure which we launched in January 2016.

WHO IS MERITO FOR AND WHAT DOES YOUR PLATFORM OFFER?

MERITO is aimed at retailers in the Paris region facing a recurring problem when recruiting an extra salesperson: finding the right person at the right time. Our role is to suggest a candidate who fully matches both the company's profile and culture. To date, over thirty brands already trust us. Our strength lies in our balance between the human factor (we select profiles

"OUR ROLE IS TO SUGGEST A CANDIDATE WHO FULLY MATCHES BOTH THE COMPANY'S PROFILE AND CULTURE"

and integrate them in our database, sorting them according to their aspirations, values and skills) and our technology which allows us to match a company with the salesperson we recommend. Social skills and professional expertise are equally important. Through community and experience sharing, we enable managers to easily recruit qualified staff. Co-option, recommendation, evaluation and confidence are the core of our concept.

WHAT TYPES OF PROFILE DO YOUR MEMBERS HAVE?

Students especially appreciate our platform because contracts are temporary and allow them to acquire great experiences in companies they probably wouldn't have managed to integrate by filing a CV on the spot. We ask them to introduce themselves in a less than one-minute video and to answer a questionnaire to get to know them better. We now have a database of 12,000 potential candidates for our clients who then evaluate them at the end of their mission.

WHAT MAKES A GOOD ENTREPRENEUR?

First of all, resolution. We bring our position into play every day and must never let go. Then, open-mindedness, creativity, the ability to question oneself and to be open to advice... but also to know how to make a decision and be confident. Finally, surround yourself with the right people. IÉSEG gave me strong foundations on which to build: self-confidence, interpersonal skills and oral fluency, teamwork along with the creation of a sustainable network.

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BRUNO DE FOUGEROUX

A COMMITTED GRADUATING YEAR SPONSOR

Bruno de Fougereux (IÉSEG 1998) will never forget the end of his first year at IÉSEG: ranked 149th out of 150, he didn't hesitate to cancel his holidays and revise all summer to pass - with flying colours - September resit. A striking experience that already highlighted a combative and committed temperament. The continuation of his career confirms it: Commercial Sector Manager for PepsiCo as soon as he leaves the School, the 2017 graduating year sponsor is now Managing Director for Danone Eaux France and Benelux. What memory does he keep of his IÉSEG years? Meeting with a man of instincts.

WHY DID YOU CHOOSE IÉSEG AFTER YOUR HIGH SCHOOL DIPLOMA?

I must be sincere: IÉSEG was not my first choice, but I wasn't accepted in the school I was aiming for. I then turned to IÉSEG having learned more about the highlights of student life in Lille. With hindsight, I absolutely do not regret my choice: IÉSEG has come a long way at the instigation of Jean-Philippe Ammeux (see p.10), ranking among the best French Business Schools, all types combined.

WHAT IMPRESSIONS DID YOUR YEARS OF STUDY LEAVE YOU?

An excellent memory, with a hint of nostalgia. I'm not sure I've done my best academically speaking, but I've always made sure to remain curious and open to others. First, by getting involved in school organisations (Student Office, Ski Week), but also by discovering new cultures (exchange in Canada). My studies have also allowed me to forge beautiful friendships and I meet my old friends as often as possible over a drink.

A RESPONSIBLE AND COMMITTED COMPANY

Danone's commitment is not just a matter of words: it's a philosophy. The company has funds (Danone Community - Danone Eco System - Danone Livelihood) in which it is possible to invest financially and / or in time. Danone also establishes numerous partnerships with organisations around the world ("Les Restos du Coeur" in France, Novo Cyclo in Brazil, etc.), organises a Danone Day to build a more sustainable and healthier planet, and is committed to becoming a Bcorp company (the new label for socially and environmentally committed companies).

HOW DO YOU VIEW YOUR ROLE AS 2017 GRADUATING YEAR SPONSOR?

I didn't hesitate one second because I'm very fond of the School. I hope many students will choose to join Danone. We need leaders to take our projects further in a food revolution context. Big brands must rethink their models and commit to healthier and more sustainable habits. Being sponsor for this graduating year promotion allows me to stay in touch with the student world, it releases contagious energy and creativity.

YOU SEEM TO CARE A LOT ABOUT IÉSEG...

Yes. The School did a lot for me and I'm proud to send something back when it's possible! A few years back, I flew from Moscow to promote the EQUIS accreditation. I believe in IÉSEG, in its mission and educational project. It's open and constantly changing to adapt to the world around us. Just take a look at the training units the students are provided with! Jean-Philippe Ammeux, who became Director when I was a student, and I, still enjoy a friendly relationship.

@ More info: <http://corporate.danone.fr>



VÉRONIQUE DERYM

BIG APPLE'S HIDDEN FACE

All visitors will tell you: New York is a fascinating, galvanizing destination, one you wish you'd never leave. But what is the reality, behind the glitters and clichés, for those who live and work there on a daily basis?

Véronique Derym (IÉSEG 1996) offers a non-stonewalling testimony on the city that never sleeps.



Career path

Having graduated from IÉSEG in 1996, Véronique has a 20-year experience in banking. This nature and travel lover speaks five languages. She started her career in management control in Turkey before moving on to project management in Sao Paulo and New York. She has lived in the city that never sleeps for over ten years and works at Natixis CIB Americas as Manager Strategy and Business Development.

WORKING INTERNATIONALLY HAS BEEN A LIFELONG LOVE AFFAIR...

Indeed! I took a liking during my 4th year at IÉSEG in Germany. Discovering cultures from around the world was a real trigger, so much so that I continued with an exchange in China at the end of my 5th year, a first position in a French bank in Istanbul, then in Brazil, and finally in New York. This international journey has been built around encounters and opportunities: I've never planned anything, preferring to follow my curiosity and desires.

IN WHAT CIRCUMSTANCES DID YOU ARRIVE IN NEW YORK?

I got here by the end of 2007 as part of a major IT project. It was a few months before the financial crisis that disrupted the daily life of millions of Americans, all financial institutions and by domino effect, all the shops in the city. I had to be adaptable, creative and resilient. In New York, there is no half measure: either you succeed or you close down and leave. That's when you appreciate the security of the French system which protects the weakest. Here, it's not unusual to work two jobs to make ends meet or to accept any position while waiting for better.

WHAT DIFFERENTIATES NEW YORK FROM OTHER CITIES?

New York is a city of excess because of its population density, its energy and the resulting restlessness. Everyone is running

after something! It's also the buildings' height at the foot of which one feels like an ant, a variety of cultures (there are over 200 languages) and neighbourhoods, kinds of villages in the city. It fascinates and attracts many people, but when you live here for over 10 years, the reality is more contrasted. Glitters are gone and I often wonder why there is so much noise while other comparable mega cities are quieter, why nobody recycles, why apartments are overheated and / or poorly isolated, why a lunch-break rarely exceeds ten minutes (in front of your computer) and why life is so expensive (\$4 for a "pain au chocolat").

DID YOU FIT IN EASILY?

Yes, because I spoke the language, I knew a few people and I already had an idea of what New York was. Everyone knows the city through movies, reports or stories, and there's a place for everyone but you have to fight to keep it. What surprised me most is the speed at which stores and restaurants are created and closed (if I recommend an address, it may not exist anymore next month) and the connection New Yorkers have with money. It seems that more is always needed, even if it makes you sick. In Brazil and Turkey, where I have lived, people care more about enjoying life, their friends. They share the art and "joie de vivre" of the French.

“THE VARIETY OF COURSES AND WORK TEACHES YOU HOW TO FACE UNEXPECTED SITUATIONS WITH FLEXIBILITY”

IS IT DIFFICULT TO CREATE LASTING FRIENDSHIPS HERE?

Lasting friendships, yes, because everything is ephemeral in New York. Your new friends will soon be heading to other cities but you will meet new ones ... or you will yourself leave. People come here, attracted by light and stay a few years, at most. Time will tell if I stay ... I admit that I'm craving for some adventure.

WHAT STRUCK YOU PROFESSIONALLY SPEAKING?

Americans are very reactive, they prefer action, while the French think more. You always need to work more and in a rush. Here, everything can change overnight if you don't meet your objectives, you always feel the sword of Damocles over your head and that of your colleagues. You have to get used to the fact everything changes, constantly.

DID IÉSEG HELP YOU FIND YOUR PLACE IN THE WORLD?

Yes, if only because of my year in Germany and my experience in China which taught me how to adapt to new cultures. At the time, at IÉSEG, only a few students had the chance to spend a year

abroad. The variety of courses and work teaches you how to face unexpected situations with flexibility. This is particularly useful in New York.

WHAT ARE YOUR FAVOURITE PLACES IN NEW YORK?

Working all week in Manhattan, just steps from Time Square, I like quiet places, even if the notion of tranquillity is relative! I'm a member of the [Southside Community Garden](#) (Brooklyn), a community garden where we grow fruits and vegetables. There are over 500 in New York, open to all and very friendly. [Brighton Beach](#) with its 4km beach promenade and invigorating air. It is also the Russian district, you surprise yourself answering "da, spasiba" to the saleswoman of the store who takes you for a local. [Fort Tryon / The Cloisters](#) for the bird's eye view of the Hudson River and beautiful flower park, less populated than Central Park. And finally, [Williamsburg Waterfront Promenade](#) (at North 6th Street) for the 180-degree view of Manhattan across the East River.

ONE FINAL WORD?

This sentence from Mary Schmich in her "Wear sunscreen" article for the Chicago Tribune (1997): "Live in New York City once, but leave before it makes you hard. Live in Northern California once, but leave before it makes you soft. Travel."

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SABRINA GONZAGA FROM LILLE... TO NEW YORK !



Brazilian by birth, Sabrina Gonzaga has travelled the world as opportunities arose: Brazil, New Zealand, USA ... and France in Lille, with a year at IÉSEG as part of a Master of Science in International Business.

WHY DID YOU CHOOSE IÉSEG'S POST GRADUATE PROGRAM?

From an early age, I've always wanted to travel and evolve in a multicultural environment. I also wanted to improve my language skills and I have a deep admiration for French culture. The MSc in International Business offered me the perfect opportunity to develop not only my professional skills but also my multicultural knowledge. High level teaching in English with teachers from around the world gave me the confidence I needed to pursue my international career. The Master also allowed me to meet students of 18 nationalities and to discover the city of Lille which is the perfect size and enjoys an ideal situation in the centre of Europe.

WHAT IS YOUR ASSESSMENT OF THIS YEAR IN LILLE?

During my Master, I became aware of my wish to evolve in the field of Human Resources. I moved to New York last summer and quickly found a position as Recruitment Coordinator for Amazon. My mission is to support Amazon's various services in the organization and the good performance of their recruitment phases, from pre-brief to debrief meetings, to publish job offers and even confirm new hiring. Every day is different from the next!

WHERE DO YOU SEE YOUR CAREER GOING AFTER THIS?

Each new experience teaches us something new about ourselves and allows us to take on new challenges. My position at Amazon is a real turning point in my career: helping candidates find their dream job is truly rewarding and I'm delighted to have this chance. In the future, I'd like to explore other areas of Human Resources and share my knowledge and experience to make our society better and leave a better world for future generations.

DO YOU ENJOY LIVING IN NEW YORK?

A lot! Anything is possible in New York. Multicultural, it offers a life full of discoveries, on all levels (entertainment, restaurants, museums, etc.). I immediately felt at home and felt I already knew the city. On a professional level, New York is the best for those who aspire to exciting careers in multinationals as most of them have branches here in the city!

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Véronique, during a New York after-work in 2014.

JEAN-PHILIPPE AMMEUX NO TIME TO LOSE

Saying **Jean-Philippe Ammeux** (IÉSEG 1978) is attached to IÉSEG is euphemistic: he never left! The man who defines himself as "an educational SMB boss" since 1994 has literally transformed the school, its training courses and even its DNA. With a belief: trust collective intelligence to create collective commitment and cohesion, serving students and businesses. Hard to believe there are only 24 hours in his days. And yet ...



A LIFETIME SERVING IÉSEG

The destinies of Jean-Philippe Ammeux and IÉSEG are intertwined. Student at IÉSEG from 1974 to 1978, he then obtained a DEA in international economics (French equivalent for MBA) at the Sorbonne before teaching international economics and macroeconomics on our campus in Lille. Simultaneously, he obtained a doctorate in economics and international finance at Paris 1 (1984), then became director of studies in 1990. Four years later, he who considers that "we do not succeed alone but with and for others" is now Director of IÉSEG. He begins a real transformation and develops the School by involving each of his co-worker. A winning bet when you look at it: IÉSEG obtained 3 international accreditations (EQUIS, AACSB and AMBA), multiplied by ten its budget in less than 20 years, by seven the number of graduates and developed numerous partnerships with other schools around the world. Jean-Philippe Ammeux also chaired FÉSIC (Federation of Higher Education Institutions of Collective Interest) from 2010 to 2017.



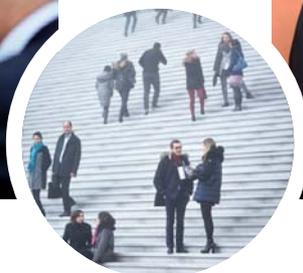
6:30

Wake up time. I set a rule for myself: switch off my smartphone in the evening and keep it turned off until the next morning. I get in the office an hour later, I check my mails, sort them and immediately answer the most urgent, saving more complex subjects for later. I remember times when there was no mail, no fax and no photocopier! I remember a colleague who was missing a competitive exam question and had to make the round-trip Lille-Mulhouse during the night! It was a different time but we managed to work! Then, part of the morning is about prioritizing: one must arbitrate and be able to delegate.

10:00

MEETING WITH THE "VISION" STEERING COMMITTEE

I'm lucky to work with dedicated and committed people. This has been the strength of IÉSEG since its creation. Defined in 2015, the new IÉSEG VISION is clearly the result of the entire School community involvement serving the School (employees, permanent and temporary teachers, students, graduates, companies...). I conclude my morning by reviewing my schedule concerning future trips to Mexico, Las Vegas and South Africa.



12:00

When I can, I go home (every other time). It's a welcomed break. I have lunch with my wife who's an excellent cook and forbids me to set foot in the kitchen! The rest of the time, I try to have a light and quick lunch, especially when I'm travelling.

" I'M LUCKY TO WORK WITH DEDICATED AND COMMITTED PEOPLE. THIS HAS BEEN THE STRENGTH OF IÉSEG SINCE ITS CREATION "

2:PM

EXECUTIVE COMMITTEE

Every week, I gather my managers to review the "hot" issues of the moment: "Teaching & Learning Strategy" deployment, corporate chairs development, real estate projects in Lille and Paris, accreditations, etc. My job is demanding, time-consuming, but each day brings its share of satisfactions and progress. I'm proud of our comprehensive and structured training, developing the autonomy,



creativity, commitment and self-confidence of our young people. ARISE (Accomplishment, Responsibility, Integrity, Solidarity, Engagement) is not just an acronym: it's our DNA. We want to provoke a "wow effect" among recruiters. I usually stay until 8pm. At the end of the day, I try to come to the end of what I haven't had time to finish and look at strategic topics or important writings. If I obeyed my instincts, I'd never stop. There is always something to do but you have to set boundaries.

8:PM

When I get home, it's over. I talk with my wife, read, entertain myself in front of the TV. I go to bed earlier and earlier (11pm) but it is not uncommon for me to wake up thinking about a School-related subject. Over time, the balance between private and professional life is better respected. A few years ago, I finished a lot later and worked on weekends. In a few years, I might continue as consultant. Do not count on me to stay at home doing nothing!

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HEC Paris graduate, trained Managers and Directors Coach, **Caroline Jumelle** intervenes in demanding contexts around the world to accompany her clients towards professional and personal accomplishment.



Initially trained in Actuarial work and quadrilingual, **Elizabeth Toucas** is an HEC Paris-certified International Executive Coach. What keeps her going? Fostering creative change, realizing human potential, through new learning to contribute to better performance and sustainable well-being.

CAREER OFFER THE ART OF REVEALING TALENTS

Whatever your professional situation, it is important to regularly re-examine your aspirations for a career rich with possibilities. **Caroline Jumelle** won't say it isn't. Since April 2017, she helps IÉSEG graduates develop their career and sometimes brings them on unexpected paths. A mission she now pursues from Brazil, alongside **Elizabeth Toucas**, her successor in Paris as Career Manager. Let us tell you more about a service you soon won't be able to do without...

WHAT TO REMEMBER ABOUT THE CAREER SERVICE?

In recent years, the School and its graduate network have grown exponentially. To support this progression and alumni in their professional lives, we have renewed the career service offer around four themes: better knowing yourself and discovering new fields / piloting career stages / better communicating / being guided. Our "co-piloting" process is neither a lecture nor a MOOC, and can be useful to every graduate regardless of their professional situation. The coach "progresses alongside", without pre-conceived ideas or unique answers.

HOW DO YOU MANAGE TO PROVIDE A TAILOR-MADE SERVICE?

We have developed the widest possible offer to meet the variety of our graduates' needs and profiles: individual coaching, workshops and conferences in Paris or Lille to deal with a subject in depth, network and get to know each other better, web-conferences (see p.2), remote boosts by appointment (on topics like resume, LinkedIn, interviews, etc.). Finally, our Alumni have access to online services such as the graduates' directory,

a job offer platform, career newsletters or news on social media. We offer tailor-made support based on active listening, reformulation, a sympathetic mirror and our knowledge of the business world. We rely on a network of specialized contributors. Far from "ready-to-think", we want to see things with fresh eyes and help ask the right questions.

WHO CAN USE THESE SERVICES IÉSEG NETWORK?

Any IÉSEG graduate, as long as he or she is questioning his or her professional life. Content of the service, registration form, calendar, information about our services is available at www.ieseg-network.com. We recommend starting off with an hour of individual coaching to look at things and then benefit from a personalized process with a service tailored to your needs. Our ambition is to get graduates "in motion" to help them follow their own path. Results are sometimes delayed and it's a great joy when they contact us to let us know!

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ADRIAN BORBÉLY

ALL FORMS OF NEGOTIATION

"Decoding" allows one (or more) expert(s) to speak on a social issue that concerns us all. What better theme than negotiation to inaugurate this section? In the office with colleagues and superiors, with suppliers, and even at home, being good negotiators is always more profitable. What are the keys to success and mistakes to avoid? Elements of answers with [Adrian Borbély](#), teacher at IÉSEG from 2011 to 2017, before creating his consultancy in mediation, training, counsel and support of leaders in negotiation.

HOW WOULD YOU DEFINE NEGOTIATION?

I like to quote Arnaud Stimec's definition (author of "La Négociation" published by Dunod, untranslated): "it is about a dialogue centred on a problem to be solved and aimed at a joint decision". It highlights three key dimensions: "the problem" (the what), what one negotiates, a contract or conflict. "The people" (the who), the human beings who dialogue, with their qualities and flaws. "The process" (the how).

IT SEEMS TO TRULY CONCERN EVERYONE. IS IT TRUE?

Yes! In your professional life, you negotiate your career (salary, responsibilities, evolution, training, etc.), but also the resources available to you, purchases, logistics, sales ... As a manager, you spend days negotiating, talking and discussing to achieve your goals. Finally, in your personal life, you negotiate future investments (real estate, buying a kitchen), daily decisions (weekend program, bedtime for children). In short, negotiating is everywhere, but that doesn't mean that everything is negotiable!

HOW DO IÉSEG TRAIN HIS STUDENTS TO THIS FIELD?

Whether you consider yourself a good negotiator or not, it is essential to train

"NEGOTIATING IS EXCITING, BECAUSE LIKE FORREST GUMP'S CHOCOLATES: YOU NEVER KNOW WHAT YOU'RE GOING TO GET!"

yourself to develop good practices. The philosophy of IÉSEG's training courses isn't about offering turnkey solutions, but rather conceptual frameworks to learn to adapt to all negotiation situations. Our modules promote experience, through simulations, and exchanges between participants. IÉSEG offers specific or transversal training. Feel free to contact IÉSEG Executive Education.

WHAT STEPS DO YOU DISTINGUISH IN A NEGOTIATION?

William Zartman's is undoubtedly the simplest approach: diagnosis - formulation - detail. **The diagnosis** consists in preparing one's own part and then exchanging with the other party to understand everyone's context, interests and resources. **The formulation** establishes the backbone, that is to say the different variables, possible solutions, etc. Finally, in **the detail** stage, numbers are discussed and a result is reached. All seasoned negotiators will tell you the diagnosis is the most complex step, especially when there is a lack of trust between the two parties.

IS THERE NECESSARILY A WINNER AND A LOSER AFTER A NEGOTIATION?

Absolutely not! No one has to sign an agreement if it isn't satisfying. The challenge is finding an agreement that works for both parties. It is therefore necessary to come with requirements, but also elements to provide the other party with. Negotiating is seldom a short-term matter: carrying it correctly means ensuring good future relations.





Portrait

Adrian is a litigation lawyer trained early in negotiation and mediation which he has been teaching for 10 years. Holder of the ESSEC Ph.D., he worked as a permanent teacher at IÉSEG from 2011 to 2017. He then founded NRIA (www.nria.fr) and now divides his time between teaching / training and interventions in negotiation situations.

WHAT IF A NEGOTIATION IS TOTALLY BLOCKED?

First, take a break to calm down, take a step back and make a more objective analysis of the situation. Next, focus on what brings you closer to the other party and the benefits of reaching an agreement. It may be useful to review the diagnosis to provide a more complete formulation. Finally, we sometimes have to come to the conclusion that an agreement is not possible and that it is better to leave it there.

A NEGOTIATION THAT PARTICULARLY LEFT A MARK ON YOU?

I retain one because of the sums involved (several tens of millions of euros) and the relative (conceptual) simplicity of its solution. The situation was that of a building site, the last payment had not been made further to the client's hesitations. Lawyers came into play, the case dragged on in court, expertise after expertise, everything was blocked. The builder wasn't paid and worried about the astronomical procedure costs. At the end of a preparation day with a consultant, he decided to get out of the judicial spiral and try his luck, explaining to the client that he should be aware he would have to pay sooner or later and that he was just trying to save time. Then the builder added he was ready to accept a deferred payment. Interests suddenly aligned, a quick agreement was found (after years of proceedings) and the financial bleeding was contained. Both sides emerged as winners and relations returned to better bases. Negotiating is exciting, because like Forrest Gump's chocolates: "you never know what we're going to get".

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THINGS ARE MOVING FOR OUR GRADUATES!

Overview of our graduates' appointments in recent months. Congratulations to them!



VINCENT PUNELLE (IÉSEG 2001) was appointed **Chief Executive Officer of the ERGALIS Group** last December. He was previously a member of the Adecco group, which he joined in 2004 as Head of Operational Management. In 2014, he took over the Operational Management of Euro Engineering, subsidiary of the same Group.



JEAN REVILLON D'APREAL (IÉSEG 2006) is **General Manager for NEWREST Laos** since September 2017. Specialist in the out-of-home catering sector, NEWREST is one of the world leaders in catering and employs 29,500 people in 48 countries.



ALEXANDRA PERRARD (IÉSEG 1997) was promoted **Director of the Baby & Children's Collections for KIABI** in September 2017.



VALENTINE SANS (IÉSEG 2014) is **Brand Manager for the Dom Pérignon, Moët & Chandon Group** in Austria since September 2017. We wish her a sparkling career!

MARK YOUR CALENDARS

A selection of unmissable IÉSEG Network events in the coming months!

. **13/03/2018** : entrepreneur of the year award. Who will succeed Pierre Maury? (See portrait page 7).

. **19/05/2018** : graduation ceremony of the 2017 graduating class. They were 9 in 1968, they are over 1,000 this year!

. **22/06/2018** : IÉSEG summer university and annual graduates' party with a guinguette atmosphere! More info on pages 2 and 16 of this issue.

NO, NO, NOTHING HAS CHANGED



Whether they left the school 2, 10 or 40 years ago, our year groups always enjoy the same pleasure.

Latest examples: 16 graduates (out of 29) of the '77 graduating class met last September to celebrate their 40th anniversary. Four decades after graduation, some might have lost hair, but the enthusiasm to



see each other again, to evoke good memories and build the future was indeed intact. A few weeks later, in October, 46 Alumni (out of 100) of the '02 graduating class met for a convivial evening, certainly making the '08 graduating class eager to do the same next June. We're relying on you to follow these beautiful examples: these meetings keep our network alive and are all

opportunities to perpetuate the values of our School. It's your move!

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FAMILY RECORD BOOK

Because all the great moments of our graduates are nice to share, we're counting on you to share them by mail (L.noel@ieseg.fr).

BIRTHS

IÉSEG 2007 - Gabriel and Augustin, sons of Sylvia Barreateau and **Nicolas Touboulic**, born on September 7, 2017.

IÉSEG 2008 - Noé, son of **Quiterie de Rorthays** and Arthur Massiet du Biest, born 27 December, 2017.

IÉSEG 2008 - Stanislas, son of **Adeline Motte** and Charles-Antoine Cholé, born on November 17, 2017.

IÉSEG 2009 - Pauline, daughter of Agathe and **Paul-Louis Dessery**, born on November 30, 2017.

IÉSEG 2010 - Apolline, daughter of Emmanuelle and **Quentin Chapuis**, born October 25, 2017.

IÉSEG 2011 - Manon, daughter of **Solène Denis du Péage** and Guillaume Corre, born on July 1, 2017.

IÉSEG 2013 - Marin, son of **Louise Gascoin** and **Quentin Poignant**, born on June 20, 2017.

WEDDING

IÉSEG 2009 - **Juliette Froger** and Richard Roberts, June 22, 2017.

THE DIOR EXHIBITION WE LOVE



This is the exhibition everyone has been talking about these past few months: the world of Christian Dior at the Musée des Arts Décoratifs in Paris. 20 graduates had the chance to discover it on December 28, a few days before it closed.

A LASTING MEMORY

Guided by a speaker, visitors went from surprise to surprise throughout this rich and dense exhibition celebrating the 70th anniversary of the creation of the famous couture house. Beyond its superb scenography, it made an impression by highlighting the emotions, stories and inspirations that gave birth to over 300 couture dresses from 1947 to the present day. Some, known to all, have been seen in movies,

advertisements or on red carpets. "To see them in real life leaves an unforgettable memory" confided, still moved, a participant.

A RECORD-SETTING EXHIBITION

The exhibition also included studio paintings, fashion photographs, illustrations, sketches and various objects (hats, jewellery, bags, shoes, etc.) to better understand the universe and inspirations of a creator who always kept a bit of mystery. Discovering the 3,000 m² of the exhibition, the Alumni became aware of living one of those moments you remember for a long time. It is no coincidence the Musée des Arts Décoratifs broke its attendance record with 400,000 visitors welcomed in four months. A triumph!

[@ More info: http://madparis.fr](http://madparis.fr)

A CONFERENCE THAT SPEAKS TO EVERYONE!



Essential in everyday life, both professionally and personally, to convince, to be understood or to convey a message, oratory skills is a subject that concerns us all.

"Everyone doesn't start with the same skills, but like any art, it can be improved and maintained," explained Stéphane André during his conference on November 16. Over 80 participants (graduates, students and external

auditors) listened to the specialist's presentation on the Paris campus. During an hour and fifteen minutes, Stéphane André provided valuable advice and answered many questions from the public ... who did not hesitate to speak up! The exchange continued during the following cocktail party, with an exciting speaker, able to captivate his audience from the first to the last second.

SOCIAL NETWORKS: IESEG NETWORK ON ALL FRONTS!



Each social network has its usefulness: LinkedIn to build and maintain one's professional network, Facebook to learn and share in a friendly atmosphere, Twitter to get down to basics on various topics.

Good news, IESEG Network is present on all three! Go to **LinkedIn on the association's group**, on Facebook "**IESEG Network - Alumni**" and "**IESEG Network - Students**" and on Twitter **@iesegnetwork** to never miss an event, nomination or news about the association and School. Join us on these networks if you have not already done so!

**WHAT ABOUT
A MEETING
ON JUNE 22?**



**ONE DATE, TWO EVENTS
HUNDREDS OF SMILES!**

**SUMMER UNIVERSITY
3RD EDITION**

Join our roundtables and discuss with experts on an exciting and inspiring topic: "managers of the third kind"

**IÉSEG ALUMNI
FOREVER PARTY**

Let's meet in an exceptional place by the Seine to celebrate the beginning of summer. A convivial cocktail followed by a dance night on the "Port de l'Arsenal" (Bastille). We're expecting you to bring to life the unique spirit of our Network!



@ Enrolment and info:
www.ieseg-network.com,
"events" section