Dear EFMD member,

For the past decade, there has been much discussion concerning digital disruption and the impact of technology on the future of management education and development. MOOCs arrived to a fanfare of “this is the end” for traditional education and claims that the online world would transcend and replace centuries of traditional educational delivery and learning.

EFMD’s viewpoint on this was, and always will be, that new technologies have a significant role to play in the enhancement of educational delivery alongside, and in partnership with the social role of business schools, corporate universities, classrooms, community, engagement with peers, learning from others and the human nature of interaction between people. Technologies will come and go, but people and communities will not.

The EFMD network has now over 900 members in 91 countries and we are pleased to report that 2018 was another very strong and successful year. Over 3,000 members attended events, seminars, conferences, webinars and development programmes. Another 1,000 contributed time and knowledge to boards, steering committees, juries and peer-review teams and we warmly thank you for your continued support.

EQUIS continues to lead the field in international accreditation. Last year was another excellent year and there are now 180 accredited schools from 44 countries with new schools joining the community from Oman and Hungary.

We had a particularly successful year with corporate services, the growth in membership by 15% being a testament to a high-quality portfolio of activities. The Special Interest Groups and Sharing Best Practice Workshops stimulated a wide engagement, and CLIP is growing in strength as a key indicator of quality and assessment of corporate learning.

The year marked the passing of 10 years since the global financial crisis. The impact and repercussions of the crisis are being seen and felt across all walks of life: political, business, environmental and societal. Populism, disillusionment with leaders and governments, and a mistrust in business are issues that should worry us all.

EFMD and the members we represent must be seen as a positive force for good; the network has a key role to play in highlighting the impact on society of well-run companies, NGOs, associations and academic institutions. To this end, EFMD will support this endeavour as a strong and valued voice for our members all over the world.

To close, we thank you all for your support, engagement and trust in the work of EFMD and hope that this Annual Report gives a clear reflection of the dynamism, spirit, value and relevance of EFMD.

Alain Dominique Perrin
President, EFMD

Prof Eric Cornuel
Director General & CEO, EFMD
Contents

04 2018 Highlights
06 Quality Services
10 Corporate Services
14 Business School Services
18 Professional Development Programmes
20 EFMD Awards
24 Development Services
28 International Projects
32 EFMD Publications
34 EFMD Membership
38 EFMD Governance
40 EFMD Team 2019
44 Financial Review 2018
50 Auditor’s Report
HIGHLIGHTS 2018

ArcelorMittal and Repsol hosted the 2018 Sharing Best Practice workshops

IMPALA: New EU Funded Project in Latin America led by EFMD on impact assessment of Higher Education. First participation for Colombia, in addition to Panama and Cuba

Special Interest Group on Innovation in Leadership to conclude in January 2019

The annual Outstanding Doctoral Research Awards sponsored by EFMD and Emerald attracted 237 submissions, a 103% rise compared to 2017

Record number of companies, increasingly from outside of Europe, joined EFMD; corporate membership grew by more than 15%

Record breaking attendance for the EFMD flagship events: the 2018 Annual Conference at Copenhagen Business School and the Conference for Deans and Directors General at Technical University of Munich, TUM School of Management

A record number of submissions for the Case Writing Competition with 404 cases under 17 categories.

A Small Private Online Course (SPOC) was developed for EQUIS to continuously ensure the high quality standards of the peer review process.

Two new countries added to the EQUIS portfolio: Hungary and Oman.

Two new countries added to the EPAS portfolio: Japan and Malaysia.

Expanding collaborations and activities in Cuba. EFMD welcomed the Cuban Minister of Higher Education, Dr. José Ramón Saborido Loidi, to the Brussels office.
Quality Services

INTRODUCTION

In 2018, EFMD Quality Services (QS) introduced a new approach to its peer review processes to ensure continuous and on-going quality improvements. A Small Private Online Course (SPOC) was developed for EQUIS and will subsequently serve as a model for EPAS, EDAF and EOCCS. The SPOC updates reviewers on developments in EQUIS Standards and Criteria as well as discusses important process aspects relevant to the quality of reviews. QS Directors and 17 Deans and reviewers have provided input. Before being released to peer-reviewers, the SPOC has been pilot tested by a significant group of active reviewers to ensure its robustness.

The EFMD Quality Services Department’s traditional meeting with deans and directors took place on 25 January 2018 in a session that preceded the 2018 EFMD Conference for Deans and Directors General. It was hosted by the Technical University of Munich, TUM School of Management, Germany.

The general session of the meeting provided updates on QS portfolio, activities and events.

The Quality Services Director then introduced a new project - SPOC (Small Private Online Course). The course will address both experienced and new reviewers to ensure their preparation and understanding of the processes and challenges during the assessment of a school.

EQUIS and EPAS manuals and guides underwent their regular review cycle and were available online in early 2018.
A range of events designed to offer business schools information on EFMD accreditation systems brought together over 300 participants during 2018:

One-day EQUIS and EPAS Introductory Accreditation Seminars targeted institutions considering applying for accreditation and provided an overview of the key stages of the process with the main focus on the application phase:

- EPAS Introductory Accreditation Seminar in Prague, Czech Republic, on 6-7 February, hosted by EFMD GN CEE;
- EQUIS and EPAS Introductory Accreditation Seminars in Singapore, on 21-23 May, hosted by Singapore Management University;
- EQUIS and EPAS Introductory Accreditation Seminars in Prague, Czech Republic, on 19-21 November, hosted by EFMD GN CEE.

Two-day EQUIS and EPAS Advanced Accreditation Seminars (so-called XXL Accreditation Seminars) designed to provide in-depth guidance on how to complete the different stages of the accreditation processes, in particular the self-assessment report, peer review and post-accreditation phases. Two sessions were held in 2018:

- On EPAS, 14-15 March, hosted by EFMD in Brussels, Belgium;
- On EQUIS, 6-7 November, hosted by EFMD in Brussels, Belgium.

Quality Services Information Sessions and half-day seminars:

- EFMD and EFMD GN Workshop on “Market Trends, EFMD Accreditations and Certifications” in Bishkek, Kyrgyzstan, hosted by the Kyrgyz State University of Construction, Transport and Architecture on 11-12 September;
- QS seminar on EQUIS, EPAS, EDAF and EOCCS in Warsaw, Poland, at the 2018 EFMD GN Central and Eastern Europe Annual Conference hosted by Kozminski University on 8-10 October;
- EQUIS and EPAS were presented on 23-24 October during the EFMD workshop, in conjunction with the 7th International Business Schools Shanghai Conference held at Antai College, Shanghai Jiaotong University, China.
EQUIS organised 49 peer review visits in 2018. Three schools went through the Special Re-accreditation process and seven schools aimed to receive an initial EQUIS accreditation.

The EQUIS Committee met on 29 March, 21 June, 25 September and 15 November and declared 12 schools from Australia, Canada, China, France, India, Ireland, New Zealand, Poland, Russia and the United Kingdom eligible to enter the EQUIS process.

The EQUIS Accreditation Board met on 27 March, 12 June, 25 September and 11 December and decided on 54 cases for re-accreditation. The Board granted EQUIS accreditation to seven new schools and renewed the accreditation of 47 schools, including the School of Business and Management at Hong Kong University of Science and Technology (HKUST), after a period of absence from EQUIS.

By the end of 2018, 180 schools from 44 different countries were EQUIS accredited. Eighty-four EQUIS Schools (47%) are located outside of Europe in 24 different countries. Sixty-three schools are accredited for three years (35%) and 117 for five years (65%).

The EQUIS Committee and Accreditation Board met jointly on 25 September to discuss topics of strategic relevance for EQUIS; including EFMD policy on EPAS accreditation for EQUIS accredited schools; the EQUIS voting procedures; the meaning of a continuing three-year EQUIS accreditation; and changes to the 2019 EQUIS Standards and Criteria, with revisions being planned for Chapters 8 and 10 on Internationalisation and Corporate Connections, the latter being renamed Connections with Practice.
EPAS newly accredited programmes in 2018

UFV School of Business, University of the Fraser Valley, Canada
• Bachelor of Business Administration

School of Management, University of Vaasa, Finland
• Master’s Programme in Strategic Business Development

ESC Pau Business School, France
• Customer Relations Management Bachelor Programme

IPAG Business School, France
• Grande Ecole Master Programme

Graduate School of Global Business, Meiji University, Japan
• Part-time MBA

Tunku Puteri Intan Safinaz School of Accountancy, Universiti Utara Malaysia, Malaysia
• Bachelor of Accounting with Honours Set: Bachelor of Accounting with Honours and Bachelor of Accounting Information Systems with Honours

ESIC Business and Marketing School, Spain
• Master in International Trade and Business
• Master in Digital Marketing

By the end of 2018, 108 programmes from 79 institutions across 38 countries held EPAS accreditation. Twenty-five programmes are delivered by institutions located outside Europe in 15 different countries. Overall, 37 programmes are accredited for five years and the remaining programmes for three years. The split between programmes accredited in Europe/outside of Europe and between programmes accredited for three/five years is slowly becoming more evenly spread.
EFMD recognises that the learning functions of its corporate members increasingly evolve from service providers, through strategy enablers, to agents of corporate transformation. This requires new capabilities, new partnerships and new ways of working. EFMD provides a forum to explore this transition collectively and to understand the opportunities of “agile learning”.

**Corporate Learning Improvement Process (CLIP) and Sharing Best Practice (SBP) Workshops**

**Sharing Best Practice CLIP Workshop I**

22 March

Hosted by Repsol, Spain

**Theme:** “Learning and Innovation: Catalysing Performance”

Pilar Marti from Repsol showcased how learning supports the business innovation process at the company. Cases from Telkom Indonesia, Mazars, Grupo Santander, Steelcase and Opinno completed the best practice showcase.

**Sharing Best Practice CLIP Workshop II**

5 October

Hosted by ArcelorMittal, Luxembourg

**Theme:** “Shifting Boundaries: Leveraging your Ecosystem of L&D Providers for Accelerated Innovation”

Different team members from ArcelorMittal Corporate University provided their perspectives on the subject of cultivating an ecosystem of external partners, which was complemented by cases from Essilor, Mazars, Naturgy and Sberbank.

**Accreditation and re-accreditation**

Faurecia successfully went through the CLIP initial accreditation and was granted the quality label for five years.

Groupe PSA, Naturgy (Gas Natural Fenosa), Grupo Santander and Engie successfully completed CLIP re-accreditation for five years.
There are currently 21 CLIP accredited companies that have maintained the quality label. They are spread across 10 countries, of which three are headquartered outside of Europe.

“Starting in 2015, Faurecia undertook a major transformation of its business and made training a strategic driver for its employees. We are very proud to receive this world leading accreditation. It recognises Faurecia University as a major cornerstone of our cultural, business and digital transformation and our commitment to empowering our human capital.”

Jean-Pierre Sounillac, Executive Vice President Human Resources, Faurecia

“The re-accreditation process has allowed us to take stock of the work we have carried out over the last five years, linking our leadership and development model to the company strategy and recognizing the value of our Corporate University’s training model. We are certain that the steps that we have taken since our previous re-accreditation have been steps in the right direction.”

Carmen Fernandez Alvarez, Director of Culture and Talent, Naturgy

“This accreditation enabled us to measure the progress made since 2012 but also to highlight areas to be improved. The professionalism of the peer reviewers, their experience of learning, helped us to see in depth our progress points but also the way to get there.”

Claudia Constant, Director, PSA Corporate University

“At Santander, we pursue excellence and continuous improvement, putting our customers (internal and external) at the centre. We have developed the attitude of celebrating our achievements and success but never being satisfied, always looking at the next challenge. In this cultural context, the CLIP certification process ensures we get an external insight—from highly professional and competent people—to stay on track, validate our improvements and focus on our development areas. Our recent CLIP re-accreditation process has been a very positive and enriching experience that I would highly recommend to all organisations.”

Elisabetta Galli, Global Head of Knowledge and Development, Santander
Special Interest Groups (SIG)

"Innovation in Leadership" SIG

Sponsored by Hult/Ashridge, this SIG explored the changing role of leaders as we move into a VUCA and digitising world. The goal was to deep dive into critical topics and identify how the practice of leadership and leadership development needs to evolve.

Participating companies included La Baloise, Barry Callebaut, Bayer, Engie, Essilor, L’Oréal, Naturgy, Nokia, Repsol, Siemens, Swiss Re and UBS. Nigel Paine and Roger Delves from Ashridge were co-facilitating this group.

A first face-to-face kick-off meeting took place on 8 and 9 March hosted by Barry Callebaut in Marbach, Germany. Three thematic groups were formed on “Research”, “Beginning the Journey” and “Beyond the Curriculum”. Virtual meetings and small ad-hoc meetings took place on the three topic areas throughout the year.

Based on business and academic literature and the personal experience of the members of the group, eight beliefs have been identified as building blocks for Innovation in Leadership.

A SIG closing meeting and Corporate Advisory Seminar will take place in January 2019 and a final report will be distributed to the broader EFMD community.
Corporate Services in Indonesia, India and Russia

A high-level conference “Learning Innovation Summit” in Jakarta, Indonesia, on 14 March, was co-hosted by Pertamina and Ruangguru, and featured keynote speeches by members of the Indonesian government. EFMD contributed with a presentation on “Learning Disruption in Corporate Universities”. Some 800 participants attended the event.

EFMD ran a parallel session on “Learning Transformation” at the “Chief Learning Officer Summit” in Mumbai, India, on 9-10 August. EFMD corporate members – Essilor, Siemens and Capgemini – shared their learning platforms and priorities. EFMD membership and CLIP were highlighted as means to accelerate the corporate transformation journey.

Sberbank invited EFMD to co-host the third “Beyond Learning Conference” at the Sberbank Corporate University campus in Moscow on 26 October, which focused on “Closing the Digital Skills Gap”. Around 700 participants attended the event. EFMD presented its accreditation schemes for business schools and corporate learning functions and moderated several sessions.

EFMD Executive Development Conference

The EFMD Executive Development Conference hosted in October 2018 by IMD, Switzerland, in partnership with Richemont SA, attracted over 120 participants from business schools, alternative executive education providers and company representatives.

The EFMD Excellence in Practice (EiP) Awards winners presented and discussed their cases during the conference. Further details on the EiP Awards can be found on pages 20-21.
Network Services

BUSINESS SCHOOL SERVICES
The EFMD Business School Services organised a variety of successful networking and learning activities in 2018 as well as leadership and development programmes.

EFMD’s global membership has developed strong networks of professionals in business schools, which have co-created new knowledge to support excellence in management education. Every event focused on cutting-edge issues in a way that encourages participants to imagine new forms of management education.

The Conference for Deans & Directors General, hosted by the Technical University of Munich, TUM School of Management, in Germany, achieved a record attendance of 397 participants from 57 countries.

Another record was broken with the Annual Conference, which brought together 561 participants from 61 countries at the Copenhagen Business School in Denmark. The conference focused on the skills required for tomorrow’s jobs and how business schools can deliver them.

NEOMA Business School hosted the MBA Conference at its Paris campus. Participants discussed "Strategies for Revitalising the MBA", exploring different approaches to responding to the growing competition from specialist Master programmes and alternative providers. The Career Services Conference was also successful, with participants testifying that it had been the best conference for career professionals to share, exchange ideas and gain new insights.

The session “Out of the red zone: from crisis communication to conceptual reputation management” with Jörg Eigendorf, Head of Communications and Corporate Social Responsibility at Deutsche Bank, Germany, was among the most successful at the Marcom, External and Alumni Relations Conference at ESMT Berlin, Germany. The Doctoral Programmes Conference, hosted by Frankfurt School of Finance and Management, Germany, focused on the needs and raisons d’être of doctoral programmes in both today’s and tomorrow’s world.

“2018 EFMD Annual Conference, a great opportunity to move one step ahead for a better experience for our students. Thank you.”

Thami Ghorfi, Dean, ESCA Ecole de Management, Morocco

“2018 EFMD Annual Conference – a two-day turbocharged update and networking event by an organisation at the cutting edge of top-tier international business education.”

Andrew Burke, Dean, Trinity College Dublin, Ireland
The third edition of the three-day EFMD Job Fair and Conference for PhDs in Business and Management took place in October at Solvay Brussels School of Economics and Management, Belgium. The number of participants grew to 80 candidates and 17 recruiting institutions. It also featured a large geographic spread including Latin America, New Zealand, China and Europe.

The Executive Development Conference took place at IMD, Lausanne, Switzerland in partnership with Richemont SA. The event offered participants the opportunity to discuss the extent to which new players are disrupting the ecosystem, requiring providers to change their approach to consumers. Richemont shared its experience in transforming the traditional watch industry business by using state of the art technology, while at the same time preserving the high quality of brand name watches. Participants enjoyed the open presentation from the Director of People Growth of Scandic Hotels in Sweden on ways to leverage internal networks by using social tools, to empower employees from all ranks within the company. The well-established EiP - Excellence in Practice winning cases were presented, discussed in depth and rewarded during the conference dinner. Further details on the EiP Awards can be found on pages 20-21.

The Conference on Bachelor Programmes hosted by IE Business School in Madrid, Spain, explored curriculum innovation with 72 participants working in small groups using the Lego® Serious Play method. This approach allowed them to compare their programme design and to take at home valuable insights from other schools around the world. London Business School, United Kingdom, hosted the Conference on Master Programmes during which participants actively participated in group discussions on internationalisation, recruitment and assessment. The conference also looked into the difficulties of implementing a strategy for Master programmes in today's world.

The second edition of the Middle East and Africa Conference was hosted by Abu Dhabi University College of Business, United Arab Emirates; the participants had the opportunity to discuss and network under the theme “Building Relevant Business Schools for the Middle East and Africa”.

“The Conference on Master Programmes facilitates the valuable experience of programmes and managers (from institutions that usually are in competition) to discuss and debate in a spirit of ‘co-petition’. A valuable forum for strengthening what we all have in common - the desire and will to train and incubate great managers.”

Nick Sanders, MIB Program Director, Grenoble École de Management, France
Network Services

BUSINESS SCHOOL SERVICES

2018 EFMD Conference for Deans & Directors General
25-26 January
Hosted by the Technical University of Munich, TUM School of Management, Munich, Germany
Theme: Deans, Let’s Get Digital!

2018 EFMD MBA Conference
11-13 March
Hosted by NEOMA Business School, Paris, France
Theme: Strategies for Revitalizing the MBA

2018 EFMD Marcom, External and Alumni Relations Conference
21-23 March
Hosted by ESMT Berlin, Germany
Theme: Creating Impact & Relevance – Making your Mark

2018 EFMD Doctoral Programmes Conference
7-9 May
Hosted by Frankfurt School of Finance & Management, Frankfurt, Germany
Theme: Fit for Purpose and the Future

2018 EFMD Annual Conference
6-8 June
Hosted by Copenhagen Business School, Copenhagen, Denmark
Theme: Education 4.0: New Jobs, New Skills, New Education

2018 EFMD Job Fair for PhDs in Business and Management
5-7 October
Hosted by Solvay Brussels School of Economics and Management, Brussels, Belgium

2018 EFMD Conference on Bachelor Programmes
7-9 November
Hosted by IE Business School, Segovia and Madrid, Spain
Theme: The Quest for an Innovative Curriculum

2018 EFMD Executive Development Conference
17-18 October
Hosted by IMD, Lausanne, Switzerland
Theme: Exploring Learners’ Ecosystems: from Consumption to Curiosity

2018 EFMD Career Services Conference
14-16 November
Hosted by the University of Gothenburg, School of Business and Economics, Gothenburg, Sweden
Theme: Co-Create and Innovate

2018 EFMD Middle East and Africa Conference
26-28 November
Hosted by Abu Dhabi University College of Business, Abu Dhabi, United Arab Emirates
Theme: Building Relevant Business Schools for the Middle East and Africa

2018 EFMD Conference on Master Programmes
10-12 December
Hosted by London Business School, London, United Kingdom
Theme: Making Change Happen from Vision to Results
'This year’s EFMD Annual Conference was a great opportunity to question the very fundamentals of what we are here to contribute as management educators. The level of debate is stimulating and challenging, and the company (participants) is beyond par.’’

‘’The 2018 EFMD Marcom, External & Alumni Conference brought me lots of highlights; both opening and closing speakers stuck in my mind. The right tone – open on an inspiring, light-hearted provocation, close with a meaty, for-your-eyes-only, topic and speaker. I learned a lot throughout.’’

‘’I attended the 2018 EFMD Executive Development Conference to top up my knowledge about the latest trends in Exec Ed and to network. I always learn a lot from the EiP – Excellence in Practice Award case studies and this year was no different. The Petcha Kutcha format of 20 seconds per slide with a maximum of 20 slides worked well. It gave you enough to hook you in to attend the extended session. I was also completely blown away by the tour of Vacheron Constantin. It was a rare opportunity which gave me insight into the Swiss precision of watchmaking.’’

‘’The EFMD Conference on Bachelor Programmes successfully combines high-quality sessions and excellent networking opportunities on relevant themes to ensure that participation is valuable for a wide range of people working in business schools today.’’

‘’It was a wonderful conference in which you got into problem-solving with colleagues from around the world. Gothenburg 2018 Careers Conference was not just a conference - if you participated you left with solutions and a network of support!’’

Elaine Clarke, Associate Dean Accreditations, Aston Business School, United Kingdom

Claudia Monteiro, Head of Department, PR, Communications and Events, University of Edinburgh Business School, United Kingdom

Kumeshnee West, Director, Executive Education, University of Cape Town, Graduate School of Business, South Africa

Nicola Birkin, Undergraduate Convenor in Management, University of Glasgow, United Kingdom

Rayner Canning, Director of Business Development Graduate School of Business, University of Cape Town, South Africa
Professional Development Programmes

EFMD’s portfolio of professional development programmes continued to flourish in 2018. Beyond the networking and learning that takes place, these programmes offer acquisition of in-depth knowledge and leadership skills for the professional development of business school leaders and managers.

The second edition of the Strategic Leadership Programme for recently appointed deans and business school directors was another success. Participants appreciated the programme’s interactive nature, quality and engagement with the speakers.

The EFMD-EURAM’s redesigned Research Leadership Programme for research directors and managers attracted 16 participants. Beyond the thematic sessions, the highlight of the programme was participants’ work on a foresight exercise into research in Europe in 2030.

For the third year, EFMD and GMAC jointly delivered the Admission Institute for New Professionals Europe (AINP) Programme. The programme gave admissions professionals insight into the profession, the impact of rankings and the key role of admissions from recruitment to alumni relations.

The 16th edition of the annual one-week intensive EFMD-HUMANE Winter School for university and business schools’ senior managers attracted 42 participants from Europe, Lebanon, China and South Africa. The second edition of the EFMD-HUMANE Summer School at the Freie Universität Berlin, Germany focused on the transformation of professional services in higher education institutions. It attracted 37 participants from Europe, Australia, Trinidad and Tobago, and Malaysia.

The EFMD-HUMANE Asia-Pacific School was hosted for the second time by the University of Hong Kong. The programme focused on European and Asian strategic partnerships in higher education, with 16 participants from Europe, Australia, China, the Philippines and Japan. Two articles were published in Global Focus magazine on the three EFMD-HUMANE schools and the Strategic Leadership Programme for Deans; the University World News also reported on these leadership programmes.

In November, EFMD organised an advisory seminar focusing on “Alumni Communities in a Digital World” in Brussels, Belgium. The 25 attendees discussed the benefits and challenges of digital relations with alumni and how to stimulate online engagement.
The Strategic Leadership Programme for Deans provided an excellent opportunity to share problems and to learn from other business school leaders’ experiences of tackling similar issues.

Sonia Mazey, Pro-Vice Chancellor, College of Business and Law, University of Canterbury, New Zealand

Attending the EFMD-HUMANE Winter School provided me with an exceptional learning and networking experience. I value the fact that the Winter School provided me with an opportunity to work in a multicultural team with professional staff from cross-functional divisions within higher-education institutions. Our speakers/panellists were exceptional. I could learn from the experiences of colleagues in the North and provide insight into the higher education landscape in South Africa. I highly recommend participation in the EFMD-HUMANE Winter School.

Samantha Walbrugh-Parsadh, Head International Affairs, University of Stellenbosch Business School, South Africa

The School on international strategic partnerships was incredibly on point. The discussions with faculty and participants distilled the key strands running through any international engagement – why are we doing this; do we have the right partner and chemistry; does it serve our stakeholders; what are the risks and is it worth it? The school is a unique programme and offers great value to those involved in international partnerships.

Amrita Sadarangani, South Asia Regional Director, University of Edinburgh, United Kingdom/India
EFMD Awards

EXCELLENCE IN PRACTICE AWARDS (EIP)

The Excellence in Practice Award 2018 attracted 33 high-quality entries. A jury of 32 members, representatives of EFMD member companies, business schools and alternative providers assessed and selected the winners.

The award ceremony took place at the EFMD Executive Development Conference hosted by IMD, Switzerland, on 17-18 October 2018, in partnership with Richemont SA.

As in previous years, the EiP Awards winning cases were featured in a Global Focus Special Issue as well as through webinars for stakeholders engaged in executive development.

“Telstra and LIW are delighted to be selected for this award. Our partnership has developed through a shared understanding and commitment to support Telstra in its transformation to become a world-class technology company that empowers people to connect.”

Andy Chevis, Managing Consultant, LIW

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Organisational Development
Valmet & IMD
“Forward-Looking Leadership Development”

Talent Development
Epipus & Hanken & SSE Executive Education
“Integration Programme Business Lead – A Fast-track for Educated Refugees into Business Life”

Executive Development
Telstra & LIW
“Empowering People to Connect”

Professional Development
DSM & Vlerick Business School
“The Journey to Marketing and Sales Excellence: How building the capabilities of DSM’s Marketing and Sales Teams Creates Successful Growth”

Special Category: Ecosystem Development
Monocities Development Fund & Moscow School of Management SKOLKOVO
“Monocities: A Long Journey of Transformation”
We are delighted – for all at Daimler who made this such a success. In a global conversation, 27,500 leaders called upon to jointly create the future of leadership at Daimler – reshaping their understanding of collective and individual learning by digital means in the process.

Oliver Fischer, Chief Learning Officer, Head of Daimler Corporate Academy

Organisational Development
Daimler & Wolff Olins
“Leadership 2020 Life: A Massive Open Online Conversation for Daimler”

Talent Development
TELUS & Gustavson School of Business, University of Victoria
“Corporate MBA Programme”

Executive Development
A.T. Kearney & London Business School
“Expanding Horizons”

Professional Development
Atos Global & Cambridge University’s Institute for Manufacturing (IfM) & Paderborn University’s SICP – Software Innovation Campus Paderborn
“Gold for Experts – Talents for Company Progress”

Special Category: Ecosystem Development
United Kingdom Government Department for Business Energy and Industrial Strategy & Lancaster University Management School
The Case Writing Competition in 2018 has attained a record of 404 cases.

The winners of the 2017 Case Writing Competition were announced in June 2018.

**Corporate Social Responsibility**  
Sponsored by Kedge Business School, France  
“Bank Audi: Leading through Sustainability”

**Entrepreneurship**  
Sponsored by EM Lyon, France  
“MB&F, The Management of Creativity”

**Family Business**  
Sponsored by Suliman S Olayan School of Business, American University of Beirut, Lebanon  
“Li & Fung – Navigating Through Disruptive Changes”

**Finance and Banking**  
Sponsored by Toulouse Business School, France  
“EVOCO AG: Solving Liquidity and Incentive Issues in Private Equity”

**Supply Chain Management**  
Sponsored by Kedge Business School, France  
“Sky Deutschland (A): Driving Customer Loyalty Through Supply Chain Execution”  
“Sky Deutschland (B): How Supply Chain Management Enabled a Dramatic Company Turnaround”

**Emerging Global Chinese Competitors**  
Sponsored by ChinaCases.org, The Global Platform of China Cases, China  
“Fintech and Finance Transformation: The Rise of Ant Financial Services”

**Euro-Mediterranean Managerial Practices and Issues**  
Sponsored by Montpellier Business School, France  
“Coco-Mat: The Spartan Mattress Revolution”

**African Business Cases**  
Sponsored by China Europe International Business School (CEIBS), China  
“Lonmin Plc: Mining and Responsible Investment – Dangerous Liaisons?”

**Indian Management Issues and Opportunities**  
Sponsored by Curtin Business School, Australia  
“Himachal Fertilizer Corporation (A), (B) and (C): An Ethical Conundrum”
OUTSTANDING DOCTORAL RESEARCH AWARDS

The Annual Outstanding Doctoral Research Awards sponsored by EFMD and Emerald attracted 237 submissions, a 103% rise in the number of submissions compared to the previous year. The winners of the 13th issue were announced in June 2018. The Awards were bestowed in 10 management-related subject areas – each sponsored by a leading journal from Emerald’s portfolio.

Responsible Leadership
Sponsored by University of San Diego, School of Business Administration, United States
“Wells Fargo: Setting the Stagecoach Thundering Again”

Inclusive Business Models
Sponsored by IMD, Switzerland
“Simsepay at Yes Bank: Creating Value Through an Un’Smart’ Innovation”

Latin American Business Cases
Sponsored by Universidad Externado de Colombia, Colombia
“EBX: The Rise and Fall of a Billionaire - Eike Batista”

MENA Business Cases
Sponsored by HEC Paris in Qatar, Qatar
“Modest Fashion: Will It Divide What Was United by Faith?”

Bringing Technology to Market
Sponsored by ESMT Berlin, Germany
“First Solar”

Urban Transition Challenges
Sponsored by EIT Climate-KIC, Switzerland
“Edmonton City Centre Airport: A Sustainability Challenge for a Growing City”

Sustainable Production Systems
Sponsored by EIT Climate-KIC, Switzerland
“CarbonCure Technologies Inc. – Saving the World One Brick at a Time”

Sustainable Business Models
Sponsored by EIT Climate-KIC, Switzerland
“Switchon – O’nergy: Social Innovation Challenges at the Bottom of the Pyramid”

Continuous Improvement: The Journey to Excellence
Sponsored by Instituto Internacional San Telmo – Catedra Mayoral de Majora Continua, Spain
“Kaizen in Public Service. A case study in a Public Environmental Organization in Mexico”

GLOBAL MARKETING COMPETITION

ESIC, supported by EFMD and in co-operation with Banco Santander, organised the 23rd world edition of the Global Marketing Simulation Competition. The participants have at their disposal state-of-the-art-technology that enables them to compete on issues from the real-life business world. The competition is open to teams from across the world and is free for all students. EFMD is member of the evaluation and awards committee and delivers the prize to the winners in the final event.
**EU STUDIES AND SURVEYS**

EFMD continued to be a core partner in three consortia that provide services to the European Commission (EC) in the context of three multiannual framework contracts.

Five country experts from Belgium (Flanders), Bulgaria, France, Germany and Portugal assisted the EC with country briefings, assessment of national reform policies reports and ad hoc requests for further analysis of specific educational developments. A coordination meeting of all national education experts in the Member States took place at DG EAC on 1 February 2018.

Country reports on Adult Education policies in Luxembourg and France were also prepared by two experts in an assignment for the European Commission’s DG for Employment, Social Affairs and Inclusion.
RESponsible Research for Business and Management (RRBM)

The Position Paper “A Vision of Responsible Research in Business and Management: Striving for Useful and Credible Knowledge” was published on the RRBM website (http://rrbm.network). It was signed by the 28 Founding Members and co-signed by 85 senior scholars and relevant stakeholders worldwide.

The website, developed and curated by EFMD, is a platform for pledging support and joining the Responsible Research for Business and Management community as individual endorsers or institutional partners. Since its release in January 2018, more than 1,000 endorsements have been recorded and 55 institutional partners have joined the initiative. The website is also a showcase for good practices, examples of responsible research, related articles, media news, and pioneering schools. It also hosts an active blog and the RRBM newsletter ‘Voices’.

During the year, Founding Members presented the project in over 40 regional and international conferences including EFMD Conference for Deans and Directors General and the Annual Conference, and two personal development workshops at the AOM Annual Meeting in Chicago. Several international awards co-branded with RRBM have been initiated in different disciplines of management, operations and marketing.
“What is global responsibility and how can we develop it?”

For more than a decade, the GRLI has worked with this question through an engaged partnering platform that energises and stewards these efforts.

Supported by strategic partners, EFMD, AACSB and the UNGC, GRLI re-writes the boundaries in connecting the spheres of management education, business and the wellbeing economy. As an expression of this collective inquiry, GRLI is exploring different ways of collaborating, creating and sustaining a community for a 21st-century context. This is reflected in the efforts of building a closer alliance with The Academy for Business in Society. Another example is the Deans and Directors Cohort, a community originated in the “Deans Roundtable” idea suggested by Julia Christensen Hughes during the GRLI’s 2016 Annual General Assembly. As a growing participant-driven co-learning initiative with participants from 14 countries, the roundtable collaborates with new open research, starts new centres and programmes, and explores initiatives aimed at transforming management education.

During January 2018, the GRLI contributed to the EFMD Conference for Deans & Directors General, at the TUM School of Management, Munich, Germany, and the AACSB Deans Conference in Las Vegas, United States.

In April, the Responsible Management Education Affinity Group at AACSB ICAM was facilitated by Cathy DuBois, Associate Dean at Kent State University, United States and a GRLI Associate. In addition, the GRLI Partnership and Managing Director, John North, participated as a Juror to select the 2018 Flourish Prizes from 523 business innovation stories written by students.

During May, the ‘Global Responsibility Now’ event at Kedge Business School in Marseilles, France, convened a range of GRLI-supported initiatives including Students Organizing for Sustainability (SOS), The Sulitest Governance, National Committees and Senior Advisors meeting, the International Green Gown Awards Ceremony, the Sustainability Directors of the Conférence des Grandes Écoles (CGE), the Business School Rating Prototype, the GRLI Deans and Directors Cohort, the SDG Transformation Forum, the PRME France Benelux Chapter, and the Business for Society Research initiative at Kedge.
During the second half of the year, the GRLI contributed to several higher education and responsible business events and initiatives:

• The release of the Sulitest Annual Report launched at the UN High Level Political Forum in New York, United States
• ILA Africa Conference in Pretoria, South Africa, hosted by the Albert Luthuli Centre for Responsible Leadership
• Leadership Collaboratory at the Copenhagen Business School, Denmark
• Wellbeing Economy Alliance (WEAll) United States
• AACSB EMEA Annual Conference in Paris, France
• ABIS Colloquium 2018 in Brussels, Belgium
• Business and Human Rights Coalition in Geneva, Switzerland

In November, GRLI co-convened with the Global Compact, Aviva and PIMCO for two round tables in London to discuss existing business school rankings and in particular how those may help promote ethical behaviour, responsible leadership, sustainable business practices and inclusive economic development. The resulting report, Business School Rankings for the 21st Century, was discussed at a PRME/Corporate Knights side event at the World Economic Forum at the beginning of 2019.

EQUAL

EQUAL is an umbrella network acting primarily as a think-tank to promote quality enhancement and development in business and management higher education. EFMD is a founding member.

Two EQUAL meetings took place during 2018, one in January, hosted by EFMD in Brussels and one in October, hosted by ASFOR in Rome. During the meetings, three final reports of projects co-funded by EQUAL were presented: The Project on Leadership and Management Development Needs in Dynamic Societies by CEEMAN; Student Evaluations of Teaching: Course Quality and Teaching Quality by VSNU and IAE France; and the White Paper on the Entrepreneurship Activity of Business Schools in Europe by Chapitre des Ecoles de Management. The final reports have been published on the EQUAL website. Following a teleconference in March and membership survey in October, members discussed EQUAL’s value proposition and identified ways to make EQUAL function as a think-tank to bring more value to the EQUAL members' communities.
EFMD is currently managing a wide portfolio of EU-funded international projects. EFMD provides expertise in the development of project proposals and the management of international consortia in the fields of quality assurance, impact, internationalisation and modernisation in higher education.

EFMD organised the first meeting of the EU project IMPALA in Bogota, Colombia, alongside the 2018 EFMD Global Network Americas Annual Conference. IMPALA aims at developing and testing impact assessment methodology among 12 partner institutions from Colombia, Panama and Cuba.

In the framework of the Intercambio de Expertos project, EFMD has organised nine training seminars, study tours and mentoring sessions on impact evaluation and institutional communication, attended by 250 Cuban management professionals. The project was presented at the 2018 International Congress on Business Management Education in Havana, Cuba, and during the 2018 CLAD International Congress on the Reform of the State and Public Administration in Guadalajara, Mexico.

Six trainings on Quality Assurance and Internationalisation and one job shadowing were organised by EFMD in Europe, Panama and Cuba as part of the EU-funded project FORINT. In November, the Cuban Minister of Higher Education, four Cuban Rectors, the EFMD Director General & CEO and the Latin American partners participated in a workshop organised by EFMD at its Brussels office. Following the workshop and as part of their study tour in Belgium, the Latin American partners met with the EU Project Officers at the European Commission.
EFMD published two reports on the quality of the EU project UDI-A, implemented in Angola and Mozambique. The EFMD methodology for the project received exceptionally positive evaluation by the European Commission. EFMD attended the Angola International Conference in November and visited the two Centres for Academic Development and Innovation that have been created as part of the project.

Eric Cornuel delivered a key note speech on management development and its impact on Cuban Higher Education at the 11th International Congress on Higher Education in Havana, Cuba. The conference was attended by over 2,500 academic and governmental stakeholders from all over the world.

To promote the Africa-Europe initiative for developing Management Education, an information session on EU funding and international projects opportunities for African business schools and universities was organised during the 2018 EFMD Middle East and Africa Conference in Abu Dhabi.

EFMD was part of the awarding committee of the 23rd Global Marketing Game in Madrid. The 2018 edition gathered participants from 881 universities and business schools in 89 countries.

During the 2018 Conference of the European Association for International Education, held in Geneva, Switzerland, EFMD organised the session “Beyond Numbers: Measuring the Impact of Business Schools”.

The EFMD methodology for impact assessment in higher education was also presented at the 2018 NBEAC Deans and Directors Conference in Pakistan.
International Projects

CAPACITY BUILDING

FORINT: Strengthening international cooperation between European and Latin American Universities

EFMD is the leader of the three-year EU-funded project FORINT in which seven Cuban and two Panamanian higher education institutions and six European business schools and universities are partners. The project aims at strengthening the internationalisation capacities of the Latin American institutions and stimulating exchanges between EU and Latin America. EFMD is in charge of the overall coordination and management of the project, as well as of providing experts on quality assurance and internationalisation. In 2018 the partners started to create their strategic plans for internationalisation following the training and best practices shared in the first year of the project.

IMPALA: Strengthening Impact of Latin American Universities

At the end of August 2018, the European Commission approved the implementation of a new three-year Erasmus+ project submitted and led by EFMD. The consortium is composed of six universities and a national association from Colombia, four universities and the Ministry of Higher Education in Cuba, two Panamanian universities and five business schools and universities from Europe. IMPALA will develop an impact assessment framework for the Latin American partner countries.
UDI-A: University Development and Innovation – Africa

UDI-A is a two-year EU-funded project implemented by a consortium of four African and five European partners. UDI-A aims at building capacity in the partner institutions from Mozambique and Angola to address the social and economic challenges of their regions through the creation of Centres of Academic Development and Innovation.

ANTENA: Internationalisation of Higher Education at the Philippines Network

ANTENA is a three-year Erasmus+ project implemented by a consortium of two European universities, eight Philippines universities and the Commission on Higher Education in the Philippines (CHED) and EFMD. The project was approved in late 2018 and will support the reform started by the Philippines Ministry of Education to enhance the internationalisation capacity of national universities.

EFMD will establish a network of European and Philippines universities to facilitate the exchange of best practices in the Philippines. This includes proposals for attending international events and establishing partnerships with other networks.

European Management University in Vietnam (EMU) - South East Asian Initiative for developing Management Education in Vietnam, Laos, Cambodia and Myanmar

EFMD organised meetings with project partners and other stakeholders from Europe and Asia to establish collaboration agreements. EFMD is in charge of the communications with the EU and the development of the EMU quality systems.
EFMD Publications

Three editions of Global Focus were published in 2018 and a special supplement showcasing the Excellence in Practice Awards.

Issue one highlights included

**The business of business schools**
Kai Peters, Howard Thomas and Rick Smith suggest that while much has been written about business schools from historical and critical perspectives, not enough has emerged from an additional viewpoint – the lens of the business of business schools

**A conversation with Nick Lovegrove**
David Grayson talks to the author of *The Mosaic Principle* and a key speaker at EFMD’s Conference for Deans & Directors General, Munich, January 2018

**Time for a digital detox?**
Peter Thomson points out that our stressful work patterns are not caused by technology but by leaders who have allowed their organisations to develop unhealthy work patterns

Issue two highlights included

**Business education: international learning ‘4.0’**
Internationalisation is a high-priority issue for business schools but Anna Blombäck, Yvonne Carlisle, Andrew Gaudes and Ulrich Hommel ask if they are reacting in the right way

**The battle for doctoral talent**
Mark Smith describes the opening salvoes of a new competitive skirmish – recruiting, managing and developing the best doctoral students in business and management

**Building a human rights framework for business education**
Businesses face an increasing range of human rights issues that can directly impact their core business strategies. However, argue Dorothée Baumann-Pauly and Michael Posner, business education needs to catch up with this emerging field

Issue three highlights included

**The flat tyre of Open Thinking**
Dan Pontefract chronicles a cautionary tale of a major US company that forgot its commitment to Open Thinking and paid a heavy price

**Stepping into the role of the dean: never walk alone**
Rolf Cremer describes EFMD’s innovative Strategic Leadership Programme for Deans

**The impact of BSIS**
Ramon O’Callaghan and José Varejão outline the positive effects of a BSIS study

**Is this the end of strategy as we know it?**
Strategy is changing rapidly in response to a volatile environment but, Martin Friesl argues, that is making it more important than ever
Two new books were also published to add to the EFMD Throughout Leadership series.

Global Focus special supplement
The Global Focus special supplement showcased the Excellence in Practice 2018 award-winning cases.

GenerationWeb, Tomorrow’s MBA and Tomorrow’s Masters studies
by CarringtonCrisp

EFMD continued to develop its cooperation and support of CarringtonCrisp with a series of research reports on the latest developments and trends in management education.

Rethinking the Business Models of Business Schools: A Critical Review and Change Agenda
by Kai Peters, Richard R. Smith, and Howard Thomas

The authors examine the current model and the pressure points of business schools by considering the evolution of business school offerings; give insight on funding and value orientation, and the potential challenges these may raise for some schools; and finally, after reviewing the current landscape of business school mergers, alliances and failures, they reflect on innovation considerations for the business school business model. The book was published by Emerald Group Publishing, supported by EFMD and GMAC.

Latin America: Management Education’s Growth and Future Pathways
by Gabriela Alvarado, Howard Thomas, Lynne Thomas, Alex Wilson

With the strong and continuing support of EFMD and GMAC, the authors explore and explain the landscape of management education, its growth patterns and future developments. Through a series of personal interviews with deans and management educators, the authors examine the contextual and cultural realities of education for management in Latin America.
EFMD Membership

The following members were ratified in Copenhagen in June 2018 at the EFMD Annual General Assembly.

New Full Members / Academic

Ca’ Foscari University of Venice, Department of Management, Italy
Cairo University, Faculty of Economics and Political Science (FEPS), Egypt
CESINE Centro Universitario, Spain
HAN University of Applied Sciences, Arnhem Business School, The Netherlands
Harbin Institute of Technology, School of Management, China
Hochschule Bremen - City University of Applied Sciences, International Graduate Center, Germany
IAE de Poitiers, Université de Poitiers, France
Indian Institute of Management Kozhikode (IIMK), India
Iqra University, Faculty of Business Administration, Pakistan
Kazan Federal University, Higher School of Business, Russia
King’s College London, King’s Business School, United Kingdom
Loyola Institute of Business Administration, India
Naresuan University, Faculty of Business, Economics and Communications, Thailand
NHTV Breda University of Applied Sciences, The Netherlands
Oslo Metropolitan University, Oslo Business School, Norway
PSG Institute of Management, India
Robert Gordon University, Aberdeen Business School, United Kingdom
The University of Newcastle, Newcastle Business School, Australia
Tomsk State University, Institute of Economics and Management, Russia
Turiba University, Faculty of Business Administration, Latvia
United Arab Emirates University (UAEU), College of Business and Economics, United Arab Emirates

New Full Members / Corporate

AIA Leadership Centre, Thailand
AlphaSights, United Kingdom
Bank Negara Indonesia (Persero), BNI Corporate University, Indonesia
Deloitte University EMEA, Belgium
UBS AG, Switzerland
Yara International ASA, Norway

New Affiliated Members / Academic

Concordia University, John Molson School of Business, Canada
Mount Royal University, Bissext School of Business, Canada
Taylor’s University, Faculty of Business and Law, Malaysia
Universidad Autónoma de Nuevo León, Facultad de Contaduría Pública y Administración, Mexico
University of Miami, School of Business Administration, United States
University of Toronto, Rotman School of Management, Canada
Washington State University, Carson College of Business, United States

Universidad ORT Uruguay, Facultad de Administración y Ciencias Sociales, Uruguay
Università Cattolica del Sacro Cuore, Faculty of Economics - Milan, Italy
Universitas Brawijaya, Faculty of Economics and Business, Indonesia
Universitas Sebelas Maret, Faculty of Economics and Business, Indonesia
Universiti Teknologi Brunei, UTB School of Business, Brunei
University College of Southeast Norway, School of Business, Norway
University of Chile, School of Economics and Business, Chile
University of Montenegro, Faculty of Economics, Montenegro
University of Technology Sydney, UTS Business School, Australia
Valencian International University (VIU), Spain
Wroclaw University of Economics, Faculty of Economic Sciences, Poland
New Associate Members / Academic

Monarch Business School (UGSM), Switzerland
Nirma University, Institute of Management, India

Transition from Affiliated to Full Membership

Chongqing University, School of Economics and Business Administration, China
Hong Kong University of Science and Technology, School of Business and Management (HKUST Business School), China
Institute of Public Enterprise, India
Ritsumeikan Asia Pacific University, School of Management, Japan
S.P. Jain Institute of Management & Research, India
Sultan Qaboos University, College of Economics and Political Science, Oman
University of Auckland Business School, New Zealand

New Reciprocal Member

APUI - Association of Polish Universities for Internationalization, Poland

New Honorary Member

Prof. Dr. Dominique Turpin, Dean of External Relations & Former President, IMD, Switzerland
EFMD Membership

NEW MEMBERS TO BE RATIFIED

The following new members are to be approved by the Board of Trustees and ratified in Lisbon in June 2019 at the EFMD Annual General Assembly.

New Full Members / Academic

- Ajman University, College of Business Administration, United Arab Emirates
- Budapest University of Technology and Economics, Faculty of Economic and Social Sciences, Hungary
- ESPM - Escola Superior de Propaganda e Marketing, Brazil
- South China University of Technology, School of Business Administration, China
- Universitas Indonesia, Faculty of Economics and Business, Indonesia
- University of Belgrade, Faculty of Economics, Serbia
- XI'AN Eurasia University, Business School, China

New Full Members / Corporate

- Bank Indonesia Institute, Indonesia
- Bank of Russia, Russia
- Experis (Manpower Group), Norway
- KBC, Belgium
- Nike, The Netherlands
- Norges Bank Investment Management (NBIM), Norway
- Parker Hannifin EMEA, Switzerland
- PT PLN (Persero) Pusat Pendidikan dan Pelatihan, PLN Corporate University, Indonesia
- Saint-Gobain, France
- SIBUR LLC, Russia

New Affiliated Members / Academic

- Carleton University, Sprott School of Business, Canada
- Florida International University, College of Business, United States
- National Business School (NBS), Guatemala
- Rajagiri Business School, India
- The Chinese University of Hong Kong, CUHK Business School, China
- The University of Georgia, Terry College of Business, United States
- Universidad Privada Boliviana, Bolivia
- University of Science and Technology Beijing, Donlinks School of Economics and Management, China

New Affiliated Member / Executive Development Centre

- Human Capital Leadership Institute (HCLI), Singapore

New Associate Members / Academic

- Neapolis University Paphos, Business School, Cyprus
- Swiss School of Higher Education (SSHE), Switzerland

Transition from Affiliated to Full Membership

- University of Chinese Academy of Sciences (UCAS), School of Economics and Management, China

Transition from Associate to Full Membership

- Business Science Institute, Luxemburg

New Reciprocal Members

- AUN-BE - ASEAN University Network for Business and Economics, Indonesia
- JUAA - Japan University Accreditation Association, Japan
- QTEM - Quantitative Techniques for Economics and Management, Belgium
Members: 937
Countries: 91

- NORTH AMERICA: 84
- EUROPE: 541
- ASIA: 160
- CENTRAL & SOUTH AMERICA: 57
- AFRICA: 34
- MIDDLE EAST: 25
- OCEANIA-AUSTRALIA: 36
EFMD Governance
As of December 2018
1. **President**
   Alain Dominique Perrin
   Co-Chairman of Richemont Strategic Committee, Compagnie Financière Richemont SA, Founder and President of the Cartier Foundation for Contemporary Art

2. **Honorary President**
   Gerard van Schaik
   EFMD Honorary President, Former Chairman of the Executive Board of Heineken N.V., The Netherlands

3. **Vice President**
   Rebecca Taylor
   Pro Vice-Chancellor and CEO (Malaysia), University of Southampton, United Kingdom

4. **Vice President**
   Valéry Katkalo
   Dean, Sberbank Corporate University, Sberbank of Russia, Russia

5. **Director General & CEO**
   Eric Cornuel
   EFMD, Belgium

6. Massimo Bergami, Dean, Bologna Business School, University of Bologna, Italy

7. Thomas Bieger, President, University of St. Gallen, Switzerland

8. Frank Bournois, Dean, ESCP Europe, France

9. Laurent Choain, Chief People and Communication Officer, Mazars, France

10. Wafa El Garah, Vice President of Academic Affairs, School of Business Administration, Al Akhawayn University in Ifrane, Morocco

11. Alice Guilhon, Dean, Skema Business School, France

12. Agnes Hofmeister, Dean Emerita, Faculty of Business Administration, Corvinus University of Budapest, Hungary

13. Santiago Iñiguez de Onzono, President, IE University, Spain

14. Dipak Jain, President, CEIBS, China

15. Jikyeong Kang, President, Asian Institute of Management, Philippines

16. Hirokazu Kono, Dean, Keio Business School, Graduate School of Business Administration, Keio University, Japan

17. Peter Little, Emeritus Professor, Former Executive Dean QUT Business School and Former Deputy Vice-Chancellor, Queensland University of Technology, Australia

18. Peter Moizer, Dean, Leeds University Business School, University of Leeds, United Kingdom

19. Michel Patry, Director General, HEC-Montréal, Canada

20. Kar Yan Tam, Dean, School of Business and Management, Hong Kong University of Science and Technology, (HKUST Business School), China

21. Dominique Turpin, Dean for External Relations and Former President, IMD, Switzerland

22. Baback Yazdani, Dean, Nottingham Business School, Nottingham Trent University, United Kingdom

23. Zhihong Yi, Professor of Finance, Former Dean of Business School and Former Vice-President, Renmin University of China, China
EFMD Team 2019
<table>
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<tr>
<th></th>
<th>Name</th>
<th>Position</th>
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<tr>
<td>1.</td>
<td>Eric Cornuel</td>
<td>Director General &amp; CEO</td>
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<tr>
<td>2.</td>
<td>Helke Carvalho Hernandes</td>
<td>Deputy Director General</td>
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<tr>
<td>3.</td>
<td>Matthew Wood</td>
<td>Director of Operations</td>
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<td>Global Focus Magazine Editor</td>
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<td>4.</td>
<td>Nadine Burquel</td>
<td>Director</td>
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<td>5.</td>
<td>Diana Grote</td>
<td>Manager</td>
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<td>6.</td>
<td>Robin Hartley</td>
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<td>7.</td>
<td>Delphine Hauspy</td>
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<td>8.</td>
<td>Virginie Heredia Rosa</td>
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<td>9.</td>
<td>Jean-Alexis Spitz</td>
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<td>Liliane Gaspari</td>
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<td>31.</td>
<td>Catarina Botelho</td>
<td>Project Manager, Membership</td>
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<td>32.</td>
<td>Elysse Vincze</td>
<td>Project Manager, Governance</td>
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**Business School Services**

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**Corporate Services**

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**Membership Services**

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Dear members,

We have a long history of working in China, which started in 1984. I am delighted to announce that on 12 September 2018, Eric Cornuel received the Magnolia Award from the city of Shanghai. The Award is bestowed upon those who have made a significant contribution to the economic and social development of Shanghai as well as those who have facilitated communication and co-operation between the city and other countries and regions.

This is a great achievement for Eric and for EFMD and is a recognition of the outstanding work that EFMD has been doing in China over the past 30 years.

Alain Dominique Perrin
President, EFMD
# Financial Review 2018

## KEY FIGURES AT A GLANCE

Performance: Growth of the EBIT and the Result of the year

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<th>EBIT</th>
<th>Result of the Year</th>
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<td>2018</td>
<td>275 000 €</td>
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<tr>
<td>2017</td>
<td>265 000 €</td>
</tr>
</tbody>
</table>

### EBIT

- **2018**: 275 000 € (3.77% increase over 2017)
- **2017**: 265 000 €

### Result of the Year

- **2018**: 225 000 € (4.65% increase over 2017)
- **2017**: 215 000 €

### Liquidity: A solid foundation for future development

- **2018**: 4 755 000 € (+140 K Euro increase in cashflow position)
- **2017**: 4 615 000 €

### Solvency: A strong financial independence

- **31/12/18**: 51.07%
## Financial Statements 2018

### BALANCE SHEET

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>NON-CURRENT ASSETS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Intangible assets</td>
<td>2.1.</td>
<td>EUR</td>
<td>56 709.03</td>
<td>51 668.35</td>
</tr>
<tr>
<td>Property, plant and equipment</td>
<td>2.1.</td>
<td>EUR</td>
<td>2 769 141.69</td>
<td>1 920 990.55</td>
</tr>
<tr>
<td>Financial assets</td>
<td>2.2.</td>
<td>EUR</td>
<td>106 315.70</td>
<td>90 750.63</td>
</tr>
<tr>
<td></td>
<td></td>
<td>EUR</td>
<td>2 932 166.42</td>
<td>2 063 409.53</td>
</tr>
<tr>
<td><strong>CURRENT ASSETS</strong></td>
<td></td>
<td>EUR</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trade debtors</td>
<td>2.3.</td>
<td>EUR</td>
<td>1 721 309.25</td>
<td>3 287 591.13</td>
</tr>
<tr>
<td>Other debtors</td>
<td></td>
<td>EUR</td>
<td>193 518.33</td>
<td>206 530.81</td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td></td>
<td>EUR</td>
<td>4 755 326.37</td>
<td>4 614 911.68</td>
</tr>
<tr>
<td>Deferred charges and accrued income</td>
<td></td>
<td>EUR</td>
<td>141 885.16</td>
<td>71 013.14</td>
</tr>
<tr>
<td></td>
<td></td>
<td>EUR</td>
<td>6 812 039.11</td>
<td>8 180 046.76</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td></td>
<td>EUR</td>
<td>9 744 205.53</td>
<td>10 243 456.29</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>NON-CURRENT LIABILITIES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Long term debts</td>
<td>2.4</td>
<td>EUR</td>
<td>(280 235.46)</td>
<td>(320 289.53)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>EUR</td>
<td>(280 235.46)</td>
<td>(320 289.53)</td>
</tr>
<tr>
<td><strong>CURRENT LIABILITIES</strong></td>
<td></td>
<td>EUR</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Financial liabilities</td>
<td>2.4</td>
<td>EUR</td>
<td>(40 054.07)</td>
<td>(39 282.44)</td>
</tr>
<tr>
<td>Suppliers</td>
<td>2.5</td>
<td>EUR</td>
<td>(473 096.87)</td>
<td>(1 913 201.38)</td>
</tr>
<tr>
<td>Tax, VAT</td>
<td>2.6</td>
<td>EUR</td>
<td>(14 710.41)</td>
<td>(76 311.30)</td>
</tr>
<tr>
<td>Salaries</td>
<td></td>
<td>EUR</td>
<td>(209 756.93)</td>
<td>(223 768.04)</td>
</tr>
<tr>
<td>Other</td>
<td>2.7</td>
<td>EUR</td>
<td>(2 610 617.88)</td>
<td>(1 864 815.72)</td>
</tr>
<tr>
<td>Accrued charges and deferred income</td>
<td></td>
<td>EUR</td>
<td>(1 139 018.97)</td>
<td>(1 054 238.20)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>EUR</td>
<td>(4 487 255.13)</td>
<td>(5 171 617.08)</td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES</strong></td>
<td></td>
<td>EUR</td>
<td>(4 767 490.59)</td>
<td>(5 491 906.61)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>NET ASSETS</strong></td>
<td></td>
<td>EUR</td>
<td>4 976 714.94</td>
<td>4 751 549.68</td>
</tr>
</tbody>
</table>

Accumulated profit carried forward | EUR | 4 976 714.94 | 4 751 549.68 |

**NET ASSETS** | EUR | 4 976 714.94 | 4 751 549.68 |
## Financial Statements 2018

### Financial Performance

<table>
<thead>
<tr>
<th>OPERATING REVENUE</th>
<th>EUR</th>
<th>2018</th>
<th>2017</th>
<th>Var 17/18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Turnover &amp; Membership</td>
<td></td>
<td>8 953 340.59</td>
<td>9 730 449.94</td>
<td>(7.99%)</td>
</tr>
<tr>
<td>Other income</td>
<td></td>
<td>481 804.90</td>
<td>580 535.49</td>
<td>(17.01%)</td>
</tr>
<tr>
<td><strong>Total Operating Revenue</strong></td>
<td></td>
<td>9 435 145.49</td>
<td>10 310 985.43</td>
<td>(8.49%)</td>
</tr>
<tr>
<td>OPERATING EXPENSES</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Direct costs on projects</td>
<td></td>
<td>227 305.90</td>
<td>1 358 499.52</td>
<td>(83.27%)</td>
</tr>
<tr>
<td>Services and other goods</td>
<td></td>
<td>5 790 769.35</td>
<td>5 501 175.55</td>
<td>5.26%</td>
</tr>
<tr>
<td>Remuneration</td>
<td></td>
<td>2 376 070.29</td>
<td>2 440 445.70</td>
<td>(2.64%)</td>
</tr>
<tr>
<td>Depreciation</td>
<td></td>
<td>201 366.25</td>
<td>223 515.50</td>
<td>(9.91%)</td>
</tr>
<tr>
<td>Amounts written off trade debtors</td>
<td></td>
<td>8 661.47</td>
<td>162 140.47</td>
<td>(94.66%)</td>
</tr>
<tr>
<td>Other operating expenses</td>
<td></td>
<td>555 920.50</td>
<td>360 625.58</td>
<td>54.15%</td>
</tr>
<tr>
<td><strong>Total Operating Expenses</strong></td>
<td></td>
<td>9 160 093.76</td>
<td>10 046 402.32</td>
<td>(8.82%)</td>
</tr>
</tbody>
</table>

| Operating result - EBIT                    | EUR | 275 051.73 | 264 583.11 | 3.96%     |

| Financial revenue                         | EUR | 12 486.32 | 4 166.26 | 199.70%  |
| Financial expenses                        | EUR | 62 372.79 | 53 570.99 | 16.43%   |
| **Financial result**                      |     | (49 886.47) | (49 404.73) | 0.98%   |

Non-recurrent income

| Non-recurrent result                      |     |             |            |           |
| **ECONOMIC RESULT OF THE YEAR**           |     | 225 165.26 | 215 178.38 | 4.64%     |

### Change in Net Assets

<table>
<thead>
<tr>
<th>EUR</th>
<th>Accumulated profit carried forward</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance as at 31.12.2015</td>
<td>4 351 192.16</td>
</tr>
<tr>
<td>Economic result of the year 2016</td>
<td>185 179.14</td>
</tr>
<tr>
<td>Balance as at 31.12.2016</td>
<td>4 536 371.30</td>
</tr>
<tr>
<td>Economic result of the year 2017</td>
<td>215 178.38</td>
</tr>
<tr>
<td>Balance as at 31.12.2017</td>
<td>4 751 549.68</td>
</tr>
<tr>
<td>Economic result of the year 2018</td>
<td>225 165.26</td>
</tr>
<tr>
<td>Balance as at 31.12.2018</td>
<td>4 976 714.94</td>
</tr>
</tbody>
</table>
## FORECAST YEAR 2019

<table>
<thead>
<tr>
<th></th>
<th>Forecast 2019</th>
<th>Actual 2018</th>
<th>Forecast 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>OPERATING REVENUE</strong></td>
<td>9,918</td>
<td>9,435</td>
<td>9,240</td>
</tr>
<tr>
<td><strong>DIRECT EXPENSES</strong></td>
<td>(2,642)</td>
<td>(2,305)</td>
<td>(2,327)</td>
</tr>
<tr>
<td><strong>OVERHEADS</strong></td>
<td>(7,042)</td>
<td>(6,905)</td>
<td>(6,703)</td>
</tr>
<tr>
<td>Personnel (incl. regular consultants &amp; interim personnel)</td>
<td>(4,845)</td>
<td>(4,860)</td>
<td>(4,675)</td>
</tr>
<tr>
<td>Rent &amp; maintenance</td>
<td>(200)</td>
<td>(203)</td>
<td>(185)</td>
</tr>
<tr>
<td>Office equipment</td>
<td>(85)</td>
<td>(82)</td>
<td>(75)</td>
</tr>
<tr>
<td>Administrative expenses</td>
<td>(125)</td>
<td>(123)</td>
<td>(120)</td>
</tr>
<tr>
<td>Marketing &amp; communication</td>
<td>(143)</td>
<td>(142)</td>
<td>(205)</td>
</tr>
<tr>
<td>Travelling &amp; accommodation</td>
<td>(260)</td>
<td>(229)</td>
<td>(260)</td>
</tr>
<tr>
<td>Fees (occasionnal consultants &amp; sundry services)</td>
<td>(475)</td>
<td>(450)</td>
<td>(450)</td>
</tr>
<tr>
<td>Financial support to other associations</td>
<td>(504)</td>
<td>(477)</td>
<td>(292)</td>
</tr>
<tr>
<td>Other overhead expenses</td>
<td>(80)</td>
<td>(79)</td>
<td>(95)</td>
</tr>
<tr>
<td>Depreciation (1)</td>
<td>(200)</td>
<td>(201)</td>
<td>(211)</td>
</tr>
<tr>
<td>Provision for bad debts (2)</td>
<td>(75)</td>
<td>(9)</td>
<td>(85)</td>
</tr>
<tr>
<td>Financial result</td>
<td>(50)</td>
<td>(50)</td>
<td>(50)</td>
</tr>
<tr>
<td><strong>NET RESULT (3)</strong></td>
<td>234</td>
<td>225</td>
<td>210</td>
</tr>
<tr>
<td><strong>CASHFLOW (3)+(2)+(1)</strong></td>
<td>509</td>
<td>435</td>
<td>506</td>
</tr>
</tbody>
</table>
Notes to the Financial Statements

1. SIGNIFICANT ACCOUNTING POLICIES

1.1 Legal basis and accounting rules
The accounts of the EFMD are kept in accordance with the Belgian GAAP. They are prepared on the basis of accrual based accounting rules. The accounts are kept in Euro on the basis of the calendar year.

1.2 Accounting principles
The objective of the financial statements is to provide information about the financial position, performance and cashflows of an entity that is useful to a wide range of users. For the EFMD as an international association, the objectives are more specifically to provide information useful for our members, our partners and funding institutions, and to demonstrate the accountability of the entity for the resources entrusted to it. It is with these goals in mind that the present document has been drawn up.

2. NOTES TO THE BALANCE SHEET

2.1 Intangible and tangible assets
All intangible and tangible assets are stated at historical cost less accumulated amortisation or depreciation. Cost includes expenditure that is directly linked with the acquisition, construction or transfer of the asset. The assets are amortised or depreciated on a straight-line basis over their estimated useful lives.

<table>
<thead>
<tr>
<th>Type of asset</th>
<th>Straight line depreciation - amortisation rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intangible assets</td>
<td>33%</td>
</tr>
<tr>
<td>Buildings</td>
<td>2%</td>
</tr>
<tr>
<td>Buildings’ modifications</td>
<td>10%</td>
</tr>
<tr>
<td>Furniture</td>
<td>20%</td>
</tr>
<tr>
<td>Office equipment and IT</td>
<td>33%</td>
</tr>
<tr>
<td>Furniture and other equipment</td>
<td>20%</td>
</tr>
</tbody>
</table>

Gains or losses on disposals are determined by comparing proceeds less selling expenses with carrying amount of the disposed asset and are included in the statement of financial performance.

The main investment of 2018 consists in the purchase of a real estate (office) in Prague (904 443.65 EUR).

2.2 Financial assets
Included in financial assets are mainly deposits.

2.3 Trade debtors
At the end of 2017 the outstanding amount was exceptionally high due to the closure of the FORGEC project.

2.4 Long term debts and financial liabilities
The long-term loans amount to 280 235.46 EUR and the annuities totalise 40 054.07 EUR.

2.5 Suppliers
At the end of 2017 the outstanding amount was exceptionally high due to the closure of the FORGEC project.

2.6 Tax, VAT

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>VAT</td>
<td>14 036.46</td>
<td>59 481.37</td>
</tr>
<tr>
<td>Tax</td>
<td>673.95</td>
<td>16 829.93</td>
</tr>
<tr>
<td>Tax &amp; VAT</td>
<td>14 710.41</td>
<td>76 311.30</td>
</tr>
<tr>
<td>Tax (office tax) has been paid before year end.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

2.7 Other

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Advances received on European contracts</td>
<td>2 555 080.28</td>
<td>1 834 514.74</td>
</tr>
<tr>
<td>Other</td>
<td>55 537.60</td>
<td>30 300.98</td>
</tr>
<tr>
<td>Other</td>
<td>2 610 617.88</td>
<td>1 864 815.72</td>
</tr>
</tbody>
</table>
### 3. STATEMENT OF FINANCIAL PERFORMANCE

#### 3.1 Turnover and membership

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017</th>
<th>Var 17/18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conferences</td>
<td>1 937 520.66</td>
<td>1 873 689.72</td>
<td>3.41%</td>
</tr>
<tr>
<td>International projects</td>
<td>899 082.11</td>
<td>1 895 082.64</td>
<td>(52.56%)</td>
</tr>
<tr>
<td>CLIP</td>
<td>152 000.00</td>
<td>72 000.00</td>
<td>111.11%</td>
</tr>
<tr>
<td>EPAS</td>
<td>707 242.00</td>
<td>878 018.00</td>
<td>(19.45%)</td>
</tr>
<tr>
<td>EQUIS</td>
<td>1 962 975.00</td>
<td>1 950 725.00</td>
<td>0.63%</td>
</tr>
<tr>
<td>Membership</td>
<td>3 250 520.82</td>
<td>3 019 483.00</td>
<td>7.65%</td>
</tr>
<tr>
<td>Other</td>
<td>44 000.00</td>
<td>41 451.58</td>
<td>6.15%</td>
</tr>
</tbody>
</table>

Turnover and membership | 8 953 340.59 | 9 730 449.94 |

EQUIS is the second source of revenue, just after membership, and reached 1 962 975 EUR in 2018. With a total of 180 accredited schools, EQUIS represent 22% of the turnover of the EFMD. The CLIP revenue increased to 152 000 EUR compared with 72 000 EUR in 2017.

With a progression of more than 3 % in 2018, conferences generated 1,938 millions EUR in revenue.

The decrease in the "International projects" is due to the finalisation of the FORGEC project in 2017 which had an important impact on the figures of 2017.

The membership is the main source of revenue. The limit of 900 members has been exceeded since 2017 and we are starting 2019 with a total of 937 members, accounting 3,25 million EUR of revenue from membership during 2018.

#### 4. FORECAST YEAR 2019 / 2018 – ACTUAL 2018

The Forecast for 2019 factors in the continued expansion of EFMD and the aim to better serve membership all over the world. Compared to 2018, the Operating Revenue will increase by 5% while Overheads are balanced, and will result in a surplus of 234 000 EUR and a cash flow of 509 000 EUR.

This result should enable EFMD to pursue its key objectives: internationalisation, development of its IT system (online services with new CRM system) and new activities for its Business Schools and Corporate members.
AUDITOR'S REPORT

Audit and independent financial statement assurance

P. van Meerssche

Auditor's Report

We have audited the annual accounts of the Organisation, which comprise the balance sheet as at 31 December, 2018, the profit and loss account for the year then ended and the notes to the annual accounts, characterised by a balance sheet total of € 9,744,205.53 and a profit and loss account showing a profit for the year of € 225,165.26.

In our opinion, the annual accounts give a true and fair view of the Organisation’s net equity and financial position as at 31 December, 2018, as well as of its results for the year then ended, in accordance with the financial reporting framework applicable in Belgium.

Basis for unqualified opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs) as applicable in Belgium. Our responsibilities under these standards are further described in the ‘Statutory auditor’s responsibilities for the audit of the annual accounts’ section in this report. We have complied with all the ethical requirements that are relevant to the audit of annual accounts in Belgium, including those concerning independence.

We have obtained from the board of directors and the officials of the Organisation the explanations and information necessary for performing our audit.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of the board of directors for the annual accounts

The board of directors is responsible for the preparation of annual accounts that give a true and fair view in accordance with the financial reporting framework applicable in Belgium, and for such internal control as the board of directors determines is necessary to enable the preparation of annual accounts that are free from material misstatement, whether due to fraud or error.

In preparing the annual accounts, the board of directors is responsible for assessing the Organisation’s ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the board of directors either intends to liquidate the Organisation or to cease operations, or has no realistic alternative but to do so.

Statutory auditor’s responsibilities for the audit of the annual accounts

Our objectives are to obtain reasonable assurance about whether the annual accounts as a whole are free from material misstatement, whether due to fraud or error, and to issue a statutory auditor’s report that includes our opinion. Reasonable assurance is a high level of assurance, but it is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these annual accounts.

As part of our audit in accordance with ISAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the annual accounts, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve concealment, forgery, intentional omissions, misrepresentations, or the override of internal control;
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organisation’s internal control;
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the board of directors;
- Conclude on the appropriateness of the board of directors’ use of the going concern basis of accounting, and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Organisation’s ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our statutory auditor’s report to the related disclosures in the annual accounts, or if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up
in the date of our statutory auditor's report. However, future events or conditions may cause the Organisations to cease to continue as a going concern;

- Evaluate the overall presentation, structure and content of the annual accounts and whether the annual accounts represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the board of directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identified during our audit.

Report on other legal and regulatory requirements

Responsibilities of the board of directors

The board of directors is responsible for the presentation and the content of the other information included in the annual report and for the compliance with the legal and regulatory requirements regarding bookkeeping, as well as for compliance with the Law of 27 June 1921 on non-profit organisations, foundations, European political parties and European political foundations, and with the Organisation’s by-laws.

Responsibilities of the statutory auditor

In the context of our mandate and in accordance with the Belgian standard (Revised in 2018) which is complementary to the International Standards on Auditing (ISAs) as applicable in Belgium, it is our responsibility to verify, in all material aspects, the other information included in the annual report and, compliance with certain provisions of the Law of 27 June 1921 on non-profit organisations, foundations, European political parties and European political foundations and with the by-laws, as well as to report on these elements.

Aspects relating to the other information included in the annual report

In the context of our audit of the annual accounts, we are also responsible for considering, in particular based on the knowledge we have obtained during the audit, whether the management report and the other information included in the annual report, namely the financial statement, contain a material misstatement, i.e. information which is inadequately disclosed or otherwise misleading. Based on the procedures we have performed, there are no material misstatements we have to report to you.

We do not express any form of assurance whatsoever on the other information contained in the annual report.

Statement related to independence

- Our audit firm and our network did not provide services which are incompatible with the statutory audit of annual accounts, and we remained independent of the Organisations throughout the course of our mandate.

- The fees related to additional services which are compatible with the statutory audit of annual accounts as referred to in its article 17 of the Law of 27 June 1921 on non-profit organisations.

Brussels, March 12th 2019

SCHIL PVMD Revisor of enterprises

Represented by: Adrian CAERELS

Legal auditor

Brussels, March 12th 2019

SCHIL PVMD Revisor of enterprises

Represented by: Adrian CAERELS

Legal auditor