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EDITORIAL

Dear readers,

With new technologies that evolve comes the need for highly talented, flexible and analytical scientists and engineers who can adapt to the changing world we live in. This specific challenge concerns and inspires us as a European educational institution that strives to do more than simply educate:

The Collège is a place where like-minded, ambitious students from different disciplines, experienced managers from global players, successful entrepreneurs and the most prestigious academics meet to grow through exchange.

Exchange is one of the core competences of the Collège – be it cross-cultural, interdisciplinary or between academia and management.

This journal gives you an overview of how the philosophy of “Learning through action” is practised at the Collège des Ingénieurs: Read and discover more about our summer-school “Brain to Market” at the renowned Brain & Spine Institute Paris, the annual German Leadership Award and what aspiring positions many of our alumni hold throughout Europe and the United States.

Professor Philippe Mahrer,
Director of the Collège des Ingénieurs



GRADUATION AT THE COLLÈGE

The start of a promising career in management

The graduation ceremony is the celebration of our fellows' achievements. It is the occasion to get together with family, friends and the Collège staff to acknowledge the success before moving on to the next exciting chapter. The festivities either take place at the Collège headquarters in St. Germain-de-Près or another exclusive venue in France, Germany or Italy.

After successfully completing the MBA program, a new chapter starts for our fellows now ready for a challenging career in management. In 2016 around 150 engineers and scientists were enrolled at the Collège des Ingénieurs at our sites in Paris, Munich and Turin.

The last graduation ceremony took place at the Maison de l'Amérique Latine in the presence of John Elkann (Chairman of Fiat Chrysler Automobiles, Chairman & CEO of EXOR, and co-founder of SAFM-CDI Italia) who held a masterclass prior to the ceremony. John Elkann is a close companion of the Collège and has been present at numerous occasions, supporting and inspiring the young fellows.

Professor Philippe Mahrer, the director of the Collège des Ingénieurs, traditionally welcomes the graduates and guests. The graduates' names are read as they process across the stage to collect their certificates. In the course of the ceremony, speeches are held by the fellow representatives of the French, Italian and German intake. The degree ceremony is then followed by a reception to celebrate the accomplishments of the graduating fellows.



Professor Philippe Mahrer, director of the Collège des Ingénieurs welcoming John Elkann and the graduates.



Photo above: As CEO and chairman of EXOR, John Elkann is an inspirational personality for the graduates of the Collège.

“CDI is a very important European programme which we are very happy to be associated with. It is definitely an accelerator for a career path.”

John Elkann, Chairman of FCA, Chairmann & CEO of EXOR and Co-founder of SAFM-CDI Italy



Anne Motte (F), Knut Stannowski (D) and Silvia Petocci (I) amused by the smart speeches held by the fellows.



The expansive garden of the Maison de L'Amérique Latine is a stunning location for the graduation ceremony.



Photo above: After an intense MBA programme, the January intake is happy and proud to finally receive their diplomas.



We wish our fellows all the best for the future!



BRAIN TO MARKET SUMMER SCHOOL

Innovation meets science

The Collège des Ingénieurs offers its fellows hands-on experience in entrepreneurship and strives to develop their innovation capacity. This is ideally accomplished within a practical project. During the Brain to Market summer school, the fellows are confronted with real-life problems from the medical sector and encouraged to leave their comfort zone ...

Brain to Market summer school

The Brain to Market summer school is an “education boot camp” that combines translational neurosciences with entrepreneurship training. In 2017 the Collège will be organizing this unique programme for the third year in a row together with the ICM (Paris).

During summer school, the fellows meet scientists from other international institutions to jointly develop innovative ideas for a specific neurological illness. Last year’s topic was epilepsies, this year’s summer school focusses on depressions.

“Our summer school aims to be a transformational experience that will leave participants with a new mindset and the skills needed to innovate and make a real difference”, explains Bruno Boulay, Managing Partner, Collège des Ingénieurs (Paris).

Traditionally it starts with an introduction to the disease in question through clinical staff and researchers. Then, the participants work in teams of five on projects, while coaches enable them to develop and pitch their ideas.

Working in multidisciplinary teams, the aim of the working groups is to develop a valuable proposal and to improve their transfer of knowledge from research to business and vice versa.

The “Institut du Cerveau et de la Moëlle épinière” (ICM) is one of the leading international brain and spinal cord research centers whose innovative concept and structure make it the only institute of its kind in the world: The ICM brings patients, doctors, and researchers together with the aim to rapidly develop treatments for disorders of the nervous system and enable patients to benefit from them as quickly as possible.



IMPRESSIONS OF THE SUMMER SCHOOL

Bruno Boulay, Managing Partner of the Collège des Ingénieurs and initiator of the summer school

This year's winning team was composed of a Spanish mechanical engineer, a German physicist, a French pharmacist and an Italian bio-scientist. This shows the interculturality of the summer school with the nationality dimension, but also with the different academic backgrounds and levels of previous knowledge of business issues. The jury was impressed by the quality of the projects presented carried out in such limited time (4 half-days!). The proposals successfully tackle the main difficulties for epileptic patients: fear, adherence, loneliness, with some projects that can have a very large impact, beyond the epileptic disease.



Photo above: Pascal Casper (far left) and Ana Cabrera Fernandez (second from left) were part of the team that won the summer school innovation challenge. Congratulations!

Ana Cabrera Fernandez, Collège alumna (2016)

"The Brain to Market start-up boot camp was a great opportunity to work with engineers, researchers and doctors from different countries. This diversity brought a very creative and open atmosphere to our team that allowed us to come up with original and realistic ideas. Besides, I find the idea of creating a company that would both make money and helps people suffering from epilepsies very inspiring."

Pascal Casper, Collège alumni (2016)

"The summer school offered a steep learning curve: within one week we went from absolutely no idea of neurosciences to developing a new product innovation for patients suffering from epilepsies. This was not only impressive, it was also a fun challenge in international, interdisciplinary teams."



MEET ALUMNI OF THE COLLÈGE

The MBA programme as a kickstart to your career

The MBA programme @Collège des Ingénieurs means studying across multiple locations (Munich, Paris, Turin), diving into a challenging practical project and kickstarting an outstanding career in the world of management. Here are three success stories from graduates from Germany, Italy, and France.

Dr. Florian Geiger, alumnus

Graduation: July 2016, started his first position as Executive Assistant to the CEO of the Carl Zeiss AG in September 2016

Company Project: Internet of Things / Digitalization in building automation at Siemens AG Building Technologies in Zug (Switzerland)

Academic Background: Ph.D. in Engineering (medical imaging) at the University of Stuttgart (Institute of Applied Optics) and Diploma in Mechanical Engineering from the Technical University of Munich, MBA (CDI, 2016)



What was your personal highlight during the MBA programme at the Collège?

In one of our classes, my group won a prize for a future human resource concept. Part of the prize was a two-hour lunch with a group of executive board members from Air Liquide at their headquarters. During this special meeting, we discussed the digitalization strategy of Air Liquide. It was great to get these highly interesting insights first-hand and to talk about the digital future of a company like Air Liquide with those who are directly responsible. The Champagne was good, too.

Looking back – how did you benefit from the Collège experience regarding your career?

The Collège creates and conveys a very creative and innovative atmosphere due to the people you meet, the network you create and the contents of the missions and classes. As a fellow, I was exposed to professors, inspiring speakers and over 100 colleague fellows with different academic backgrounds – all excellent in different ways. On top of this, the contents of the missions and of

classes inspired me to think with a broader interdisciplinary approach. This atmosphere that I got to know at the Collège helps me in the very innovative and open-minded environment of ZEISS where I started as Executive Assistant after the graduation from the Collège.

What competencies did you acquire at the Collège?

Due to the masterclasses and my mission, I strengthened my understanding and knowledge of how leaders think and act. The business administration knowledge that I received from Collège lessons helps me understand certain management issues that I'm dealing with today.

Looking forward: how do you envisage your future career? What are goals you want to attain?

I would like to stay in an innovative and open-minded environment that I'm finding at ZEISS right now. It is also important to me to be part of a company whose products have a positive impact on society.



Valeria Ingrosso, alumna

Graduation: July 2014, started as a Project manager at Vodaphone, then changed to Techint Industrial Corporation SpA and became Executive Assistant to the Chairman.

Company Project:

Financial Services Consultancy at Gartner

Academic Background:

Management Engineering, Politecnico di Torino, spent a year abroad at the University of Istanbul, MBA (CDI 2014)

“I applied for the MBA programme at SAFM because I was looking for an international experience and for the need of a vehicle for getting in contact with some of the best companies in Europe. Today I am the Techint Group’s Chairman Executive Assistant. The link to this job came directly from SAFM! The network between the company and the school has been well established for years with other MBA fellows ...

As a fellow of SAFM, you profit from a highly motivating atmosphere. On top you gain new competencies, are able to share your enthusiasm with your colleagues and of course, enjoy some fair competition. Beyond this, the MBA programme meant a great opportunity to me: I had just taken my master’s degree and in Italy, the job market was particularly challenging in 2013. Today I can say for sure that this position and my perspective are perfectly aligned with my academic background and fortunately also with what I like!

In my position as Chairman Executive Assistant, there are many competences that came into use that I gained during the MBA programme. I reinforced some strategy and marketing elements, I learned how to manage group dynamics better and I stressed the lateral thinking more than in my engineering studies ... Fundamental for my job! So again thanks SAFM, thanks Collège!”

“I do not have a defined path. But I know I want to make a difference! Let’s say that I have just finished collecting ingredients and the recipe is still work in progress ... There are some challenges in the group’s health company that I’d like to address ...”

MEET ALUMNI OF THE COLLÈGE

What made you apply for the Collège des Ingénieurs after your studies?

Towards the end of my PhD, I started being attracted by startups, entrepreneurship and the private sector in general. Nothing against academic research, I had a great time there! It was more like the kind of fascination for a new, exciting territory.

I had a strong scientific background in life sciences but knew absolutely nothing about business, entrepreneurship, finance and marketing. I was basically “missing one leg” that is mandatory when you envision jumping into the business world.

What are you doing today professionally?

Currently, I am the Marketing Director of bioMérieux – a world-leading company in the field of in vitro diagnostics. Before being promoted to this position, I spent three years as the Special Advisor to the CEO of bioMérieux with additional responsibilities related to strategic planning and portfolio management (since 2014). The MBA was instrumental in allowing me to get and succeed in this position!

Thanks to the skills developed at the Collège, I could rely on both a scientific- and business-oriented professional profile, which is not so common on the marketplace. It is a strong asset for my position, where you need to be able to jump easily from one file to another all day long, with the same level of performance regardless of the nature of the topic you have to address: strategy, R&D project portfolio, business development, operations ...

Sophie Hubert-Luco, alumna of the Collège
Graduation: July 2013, now Marketing Director,
Clinical Strategy and Portfolio of bioMérieux

Company Project:

Structuring the R&D external partnership portfolio of AREVA, a global leader in nuclear energy and major player in renewable energies.

Academic Background:

Graduated from Ecole Normale Supérieure (M.Sc);
Ph.D from Pasteur Institute, Paris (Fundamental Virology); MBA (CDI 2013).



Looking back ... What competencies did you gain at the Collège des Ingénieurs that are relevant to you today?

All of the lectures received there have been useful to me one day or the other over the last few years ... I would say that the Collège allowed me to be a true, high-level generalist, relying on two strong pillars: the scientific/technical one, which I built before, and the business one that I started building at the Collège.

Even more important than the “academic” competencies gained at the Collège are the 10 months spent in an ambitious, but healthy environment. They reinforced my conviction that in both my professional and personal life, a key success factor is and will be to never compromise on several fundamental values: enthusiasm, altruism, excellence and audacity.

What are your next steps?

I want to remain open to any exciting professional path I could decide to follow, providing it is in line with my personal values and consistent with my general expectations from a job – making it possible to have a work-life balance, to interact on a daily basis with inspiring people, and to build together something that has an impact on our world. It has always been my recipe to make choices, and so far I have not been disappointed! More seriously, I am about to start a new appointment related to strategic marketing and market-driven product development process, where I will be in charge of putting in place a structured Phase 0 approach to explore and define the opportunities my company should pursue in the coming years.

COLLÈGE FLASHBACK

The Collège has been accelerating early-stage careers of engineers and scientists for more than 30 years. Here is one of the first photos ever taken of a Collège class in 1991 just before moving to the new building in Rue de l'Université in Paris. The Collège has always been located in the prestigious administrative quarter of Saint-Germain-des-Près. Initially, it was located in the Rue Saints-Pères, then it moved to 49, Rue de l'Université (Photo below) until moving to the Boulevard St. Germain where it resides today.



GERMAN LEADERSHIP AWARD 2017

Alumni of the Collège des Ingénieurs honour Dr. Heinrich Hiesinger for his progressive style of leadership

The German Leadership Award (GLA), established four years ago, honors executives (or institutions) that demonstrate remarkable, innovative or advanced leadership qualities. This year's award winner was none other than Dr. Heinrich Hiesinger, current CEO of thyssenkrupp. As in past years, the award ceremony took place at Brenners Parkhotel & Spa in Baden-Baden – the ideal setting for a festive ceremony!

Heinrich Hiesinger did not only convince the GLA jury, he also effortlessly won over the audience made up of over about 240 Collège alumni and guests from the business world who had gathered for the award ceremony on the evening of 18th February 2017 at the Brenners.

“This year's award winner especially appeals to the young generation of managers”, states Knut Stannowski, managing director of the Collège des Ingénieurs, Germany regarding the choice of this year's laureate. Dr. Hiesinger's openness for innovation and decisiveness are characteristics that are both very well received from the millennials and managers with long-standing experience. “Dr. Heinrich Hiesinger actually achieved the implementation change processes that have a favorable outcome for the company as a whole”, Knut Stannowski argues.

Leadership according to Dr. Hiesinger means reflecting on one's decisions critically, explains Lars Wagner, chairman of the GLA jury and Vice President OEM Operations, MTU Aero Engines. At the same time, Lars Wagner explains, he encouraged the new management to assume responsibility for their plans and actions. Within thyssenkrupp, there is the talk of “a breath of fresh air” which Dr. Hiesinger brought along. Not only have his leadership qualities transformed the company as a whole, a transformation has also taken place within the hearts and minds of the 156,000 employees.

The German Leadership Award is part of the annual alumni convention. Both exclusive events are ideal platforms for networking and discussing current developments in leadership, management and technology.

German Leadership Award

The 21st century creates trends that make leadership and management increasingly challenging tasks. The digital revolution, for example, is disrupting all industries and business models. Technological innovations are being embedded in products, processes and the organizations themselves. Thus, managers require novel leadership skills like global thinking and the readiness to learn, change and adapt it changing conditions. These are some of the reasons for which the German Leadership Award Association has been honoring personalities or institutions for their leadership competencies with an award for the 4th time in a row.

Former awardees:

2016: Peter Bauer
Chairman of the supervisory board of OSRAM

2015: Dr. Nicola Leibinger-Kammüller
Chairwoman Management Board of TRUMPF GmbH & Co. KG

2014: Erich Harsch
Chairman Management Board of dm-drogerie markt GmbH & Co. KG



The delighted award winner Dr. Heinrich Hiesinger talking to the alumni of the Collège after the award ceremony.



Ingrid Hiesinger, award winner Dr. Heinrich Hiesinger, Maria-Paz Millán and Lars Wagner.



Knut Stannowski, managing director of the Collège des Ingénieurs, Sebastian Maciejewski, chairman of the alumni association and presenter Evelin König, ARD.



Vasco Szymanski, Collège des Ingénieurs Germany, with the 2014 award winner Erich Harsch, managing director of dm drogerie-markt, who was honored with the first German Leadership Award ever.



The award winner with the jury and members of the Collège (from left to right): Dr. Ulrich Guddat (Peek & Cloppenburg), Jury Frank Marrenbach (Oetker Collection), Jury Alexandra Schneider (BMW), Lars Wagner (MTU), Chairman of the Jury, award winner Dr. Heinrich Hiesinger (thyssenkrupp), Dr. Bianka Grosshäuser, current fellow (Collège in-company project at thyssenkrupp) Knut Stannowski (Collège des Ingénieurs), Chairman of the German Leadership Award e. V., Prof. Hans-Peter Mengele (IHK Karlsruhe), Chairman of the Executive board and member of the board of trustees, Dr. Axel Kirchner (enXion), alumnus of the Collège.

ALUMNI CONVENTION 2017

“Growth” as the topic of this year’s alumni convention

Networking, exchanging views, discussing current leadership issues and career challenges – these are some of the key goals of the Collège des Ingénieurs Alumni Deutschland association. Every year, the alumni’s most important networking event, the alumni convention, takes place at Palais Biron in Baden-Baden.

On Saturday, February 18th, more than 130 German alumni of the Collège des Ingénieurs gathered at Palais Biron in Baden-Baden for the annual alumni convention. The alumni were welcomed by the current board of alumni, Sebastian Maciejewski (Paragon Partners) and Constantin Liebmann (FeedbackNow).

“Living in a time characterized by historically low interest rates and high asset prices, full employment, at the peak of economic growth since the financial crisis and with rising number of conflicts within Europe, we chose ‘Growth’ as a controversial guiding theme of this year’s convention”, states Sebastian Maciejewski. This was reflected in a number of selected presentations ranging from economics to investing and to philosophy, describing the current situation and what it entails for ambitious young managers and entrepreneurs, explains Sebastian Maciejewski.

The alumni convent has many objectives: One is, of course, to enable networking, the other to exchange views on current economic issues and leadership. The keynote speaker, Gottfried Heller (founder and senior partner of FIDUKA, an independent asset management firm)

opened the convention with an inspiring speech on “The economy and the stock market in times of Trump and Brexit”, addressing current challenges and possibilities for investors and savers in unstable political times.

Markus Hablitzel (Head of Data Tribe, Allianz Deutschland, Collège 2009) gave a talk on his perspective of disruptive technologies, taking blockchains as an example. The closing speech was held by Professor Dr. Klaus Koziol on growth as a variable that should be rethought and restructured on the basis of its purpose and impact on humanity in general.

Constantin Liebmann, 2nd chairman of the alumni association, summarizes his impressions of the event as follows: “The convention addressed different aspects that young decision makers are faced with every day. For 2018, we have decided to host an international convention inviting our French and Italian alumni to participate. We would like to improve our European network, in particular in times of exit efforts within the European Union.”



Constantin Liebmann (left) and Sebastian Maciejewski (right), both chairmen of the German alumni association welcome the participants



A HOMAGE TO LEADERSHIP

The Collège featured in ARTE documentary

On 28th March 2017, the German-French TV network ARTE showed the documentary “Alpha Tiere – Eine Expedition” featuring the Collège des Ingénieurs. The shoot took place at our seminar location Kloster Zangberg – the ideal setting for the film team, but also for our fellows who come here for seminars each year.

Looking back at more than 30 years of experience in recruiting and fostering of talent, the Collège is an institution that promotes the acquisition of leadership skills. Both leadership and management intrigued ARTE film director Florian von Stetten to such an extent that he decided to turn his curiosity for these subjects into a documentary, featuring the Collège des Ingénieurs.

The two-day film shooting took place at Kloster Zangberg, a picturesque monastery in Bavaria at which the Collège regularly holds seminars and exclusive masterclasses with CEOs.

The documentary gives the viewer an impression of how the selection process of the outstanding candidates of the Collège works. It shows how important excellence and talent, combined with a hint of pragmatism and cleverness are – both essential factors for the admission to the international MBA programme at the Collège!

The film crew accompanied the interviews held with the prospective MBA fellows and portraits Frédéric Strauch who teaches leadership at the Collège. He is currently the military attachée at the German Embassy in Washington and gives the young engineers and scientists an impression of what leadership means in a real-life military context.

Exceptional speakers such as Frédéric Strauch are a longstanding tradition at the Collège. Through the discussion with inspiring personalities, the young fellows are encouraged to get new stimulating insights and perspectives on management.

As lieutenant commander and former submarine commander Mr. Strauch, for example, makes the fellows think outside the box and be critical when it comes to the decision-making process. He conveys the notion that even rules (as they exist in the military) can be subject to questioning under certain extreme circumstances.

In addition to Mr. Strauch, Andreas Berger, Member of the Board of Management at Allianz Global Corporate & Specialty SE and a close contact of the Collège appears in the documentary as part of the selection committee together with Vasco Szymanski from the Collège des Ingénieurs.

More than 100,000 spectators watched “Alpha-Tiere” on the night of the broadcasting and 30,000 viewers streamed it online. It is available here until 26th June 2017:

www.arte.tv/de/videos/060210-000-A/alpha-tiere

IMPRESSIONS *of the film shooting*



Above: Frédéric Strauch, former submarine commander, encourages the fellows to leave their comfort zone.



Above: The film team shooting during the Collège seminar on leadership, held by Frédéric Strauch.

Above: The Zangberg Monastery near Munich is not only an ideal spot for seminars, it is also an ideal film set due to the impressive architecture and unique atmosphere.



Left: In the seminar breaks, our fellows enjoy the beautiful surroundings of the monastery.



ALUMNI WORLDWIDE

Philipp Tietjen – from Nuremberg to California

California, home to the world's largest high-tech corporations and thousands of start-ups, has a huge attraction for computer engineers from all over the world. Philipp Tietjen is one of them: he graduated from the Collège in 2010 and ventured to California for an assignment with Siemens. Fascinated by the vibe of the region, the extraordinary career possibilities for software engineers and his wish to work with novel technologies, Philipp decided to stay.

What made you move to the States? And especially to Silicon Valley?

After graduating from the Collège, I was working within a general management programme at Siemens in Nuremberg. A short-time assignment in California was offered to me. I happily accepted, thinking I was going to move to the States for a few months.

During the project, my boss in the States asked me to stay and offered me an unlimited, local contract. So for me, it was either back to Nuremberg or staying in California ...

Obviously, California is attractive for computer engineers like you, but what were your specific reasons for staying?

It wasn't hard to convince me to stay in the States: For one thing, California is the most attractive location worldwide in terms of the software industry. I also had the feeling that in America and especially Silicon Valley, you have more opportunities if you are talented and have drive. People are more open to ambitious personalities and your competencies than in Europe.

You have been promoted to Head of the Strategic Initiatives Group for the mainstream business at Siemens PLM Software. How would you describe your current challenges at Siemens?

My main task is to develop strategic visions and translate them into action plans to communicate and get buy-in from key stakeholders in the organization. A lot of these activities are important for transformation and alignment from within and see what business value products might have. I have to put my thinking cap on and be creative most of the time. This is what I like about the job. Topics that concern me are 3D-printing, Augmented & Virtual Reality, e-commerce, and artificial intelligence. In the 3D

printing space, we are currently exploring how designers and engineers can take advantage of the different technologies to explore additional design freedom.

For instance, it is possible now to have the computer "grow" product shapes organically and you only have to specify boundary conditions. In Augmented Reality, I am currently working with students from the University of Southern California (USC) to explore the capabilities of Microsoft's HoloLens and understand how the technology could be useful in the product design process.

What technology is the next big thing? What should young engineers get involved in right now?

Artificial intelligence will probably have the biggest impact on our everyday lives in the near future. Machine learning and deep learning bring automation with them. So lots of everyday tasks will become redundant. This technology is really fascinating!

How did the Collège influence your career? What have been your most important career steps and learning experience from them?

At the Collège, I learned how to work within a team with people from different disciplines and domains. This was a valuable experience. As a computer engineer, I had acquired a certain approach to problems. Experiencing how other engineers deal with the same challenge opened my eyes. Secondly, I gained some professional hard skills – the business perspective!

The MBA at the Collège enabled me to get on a fast track regarding my career. It was a great help to learn about balance sheets et cetera. Finance and accounting were definitely the most important seminars for me and I still benefit from them today.

You have worked in a company, but also created a start-up. Many young professionals strive to be entrepreneurs. Do you think the start-up craze is overrated?

There is always a risk associated with starting your own company. And the thing is, there is a “survivor bias”: You only hear about the successful ones even though they definitely do not make up the vast majority. I think you have to be an entrepreneur for the right reasons.

**What would those reasons be?
You know you have a one-off opportunity.**

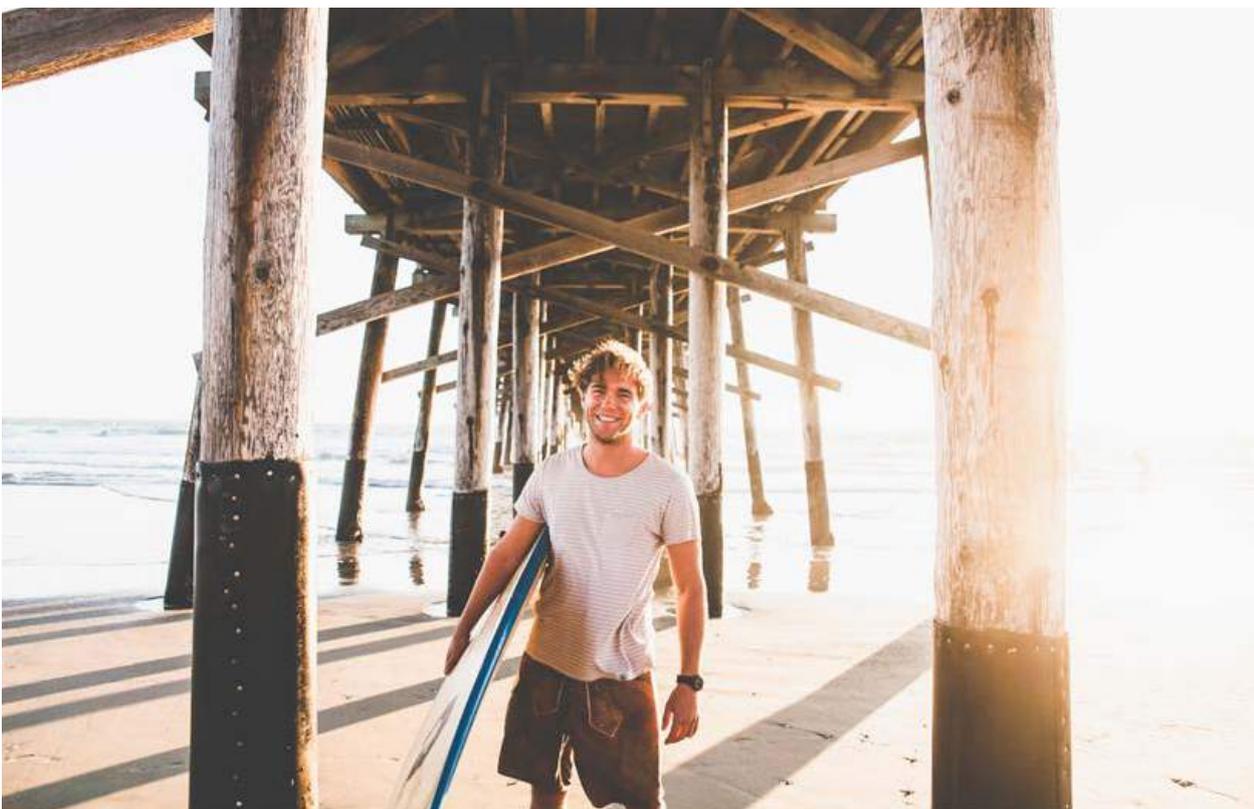
You have partners you can trust. You must be able to handle the stress that uncertainty brings along – because there is lots of it. And, you have to cope with responsibility.

What would you recommend to IT talents regarding their careers?

I recommend they use every opportunity to network with their fellow Collègiens. Reach out to alumni in order to get interesting job opportunities. Be open to other people’s opinions, you can only profit from them. And last but not least: pay attention to the finance classes, because you will need them ...

What are the main differences in management in the US versus Germany?

In the US managers can be reactive and the German managers generally have a more organized approach. If a project is planned out over one year, Germans will spend 50 % of the time planning and the other half of the time implementing. In the US it’s rather trial and error, you hit the ground running. Both ways have their up-sides. In the end, both approaches are effective. It’s not the question if – it’s more the question of how.



ALUMNI WORLDWIDE

Javier Breton Rodriguez – Welcome to Miami!

“The Collège gave me the ideal prerequisites to move into the role of a manager”, says global citizen Javier Breton Rodriguez (CDI 2006) who grew up in Spain, studied in Germany and now lives and works in Miami, USA with his family. After moving to Munich for his studies at the TUM, one of Europe’s leading universities, he soon discovered his passion for the aviation sector. His company project at LHT in Hamburg with the Collège was the starting point of a career with the leading provider of maintenance, repair and overhaul services for civil aircrafts. Back in 2006, Mr. Breton Rodriguez’s company project comprised a mission at the interface of production and customer service. Today, he is Sr. Director of Customer Service for Lufthansa Technik Component Services, for whom he is managing the growth of LHT in the Americas ...

Javier, how did the Collège influence your career? And what have been your most important career steps and learnings from them?

The Collège gave me the perfect mix of different stimulations and learnings through alternating management classes and a hands-on company project – both challenging and inspiring in their own way. Through these rotating theoretical and practical phases, you have time to process both elements of the unique MBA programme that the Collège offers. This philosophy of academic input combined with “learning through action” enabled me to come up with fresh ideas and new perspectives.

I can say that the Collège put me in the ideal setting to develop into management step-by-step: During my project, I had the opportunity to work with a real budget resources and responsibility. After the MBA program, I continued as a project manager at LHT. I was able to complete my project and gain valuable experience. After two years I was offered my first manager position. I have been working and gaining experience at the company since then. Even though my graduation lies back 10 years meanwhile the time I spent with my CDI fellows was very intensive and special. I wish I had more time to keep in touch with them more often but I wouldn’t hesitate to pick up the phone and call them for advice, or just fun.

What led you to move to the States? What is the current challenge you are working on?

Moving to the States was a well-thought step and a decision I took with my family. After 13 years of living and

pursuing my career in Germany, we needed a change. I wanted to be more exposed to customers and take the next step in my career. When my boss suggested I take over the position as Sr. Director Customer Service of Lufthansa Technik Component Services in Fort Lauderdale in 2015, I seized the chance.

With my international background and language skills, this job is the perfect match. I have been in Miami for two years now and manage about 70 employees who are divided up into five teams. My career development was organic, I was able grow into my current position. I did not have to start from scratch. Currently, we are working on a globalization strategy for all services of LHT.

What cultural differences do you experience in the working environment?

What is special about my job environment now – and I don’t know if this is typical for the States, LHT or my department – is that my guidance and leadership as manager is required to a further extent than in Germany. Here I am currently working with a rather newly formed team, we are in growth. So my role as a manager is a different one. In American teams, I experience a faster decision-making process. From Germany, I can remember discussing the same issue several times, before a final decision was made.

Another difference: People in the United States seem to believe in themselves more and are not afraid of failing as much as Europeans are.

Here you get another chance from society to get back up again, once you have “fallen”. My theory is, that through the limited social security system people have to rely more on themselves to earn their living. I have, for example, seen professionals without any management experience apply for jobs wide out of their range. The people I have met here definitely have a “go-get-it mentality”!

What do you recommend to young fellows regarding stays abroad?

Be open and try things out. But being abroad is not for everyone! Ask yourself carefully “Do I enjoy it?” and “What opportunities will this experience bring to me?” Moving to a different country is never going to be an easy change. You have to invest a lot; time, money, family, friends ...

I came from Spain and learned German from scratch for my studies. But I wanted to challenge myself and today I reap what I sowed back then. Young professionals have so many different opportunities to go abroad and every experience opens up different chances that will impact your career and future life. So you have to decide carefully which one to seize!



Javier Breton Rodriguez

PREMIERE @MUNICH SECURITY CONFERENCE

Collège hosts side-event

“Future History Challenges 2017”

On Friday, 17th February 2017 the Collège des Ingénieurs premiered in hosting a joint side-event with Munich Security Conference (MSC) at the Literaturhaus Munich – most likely, this is the beginning of an event series that the Collège will host as a joint venture with the MSC, the most important conference about security politics worldwide annually.

An interdisciplinary dialogue on the East-West-Transatlantic relations

With the “Future History Challenges 2017”, the Collège des Ingénieurs sought to raise awareness among the public and especially the next generation of young leaders in the business world for the new political challenges and opportunities for the future regarding East-Western-Transatlantic relations. The aim of the event was to generate a dialogue between the youth and experienced personalities in order to develop strategies for the political, economic and cultural opportunities in the East-West-Transatlantic hemisphere. Over 70 alumni, current fellows and business partners attended the event and joined in the discussion.

“As a European academic institution, the Collège des Ingénieurs aims to live up to its responsibilities by participating in the Munich Security Conference. We believe it’s indispensable for young managers and future leaders to exchange their views on political and societal issues. A successful manager has to engage in an active dialogue with society and this is why we are hosting this special event”, explains Vasco Szymanski, a member of the management of the Collège des Ingénieurs.

From an unconventional keynote to a socio-political panel discussion

The event was designed as a panel discussion framed by inspiring speakers from different disciplines. Albrecht Gehse, a famous contemporary German painter whose oeuvre deals with the historical turbulences of the 20th century until today, started off the event with a presentation of selected pieces of art. His expressive, visionary and sometimes polemic paintings are inspired by politi-

cians, historical events and current challenges (for example the refugee crisis, the Cold War, and change of power).

He not only touched the audience emotionally but also suggested that the perceived stability of past decades was an exception and that transformation marks the status-quo. The unconventional keynote was followed by a panel discussion on stage with Professor Dr. Michael Mirow, Honorary Professor at the TU Berlin and Collège des Ingénieurs, Andreas Berger, Member of the Board of Management Allianz Global Corporate & Specialty SE and André Müller Carioba, a former board member of AGCO, an US-German agricultural company.

Protectionism and sanctions seen as ambivalent measures

Dr. Alexandra Borhardt, the managing editor of the Süddeutsche Zeitung hosted the “Future History Challenges 2017”. The majority of the speakers on the panel agreed that the security situation was of growing concern throughout Europe. The perceived risk exposure had not only augmented due to terrorism but also to due to national protectionism and economic sanctions. The protectionism exhibited by (technologically developed) first world countries was especially criticized during the discussion on stage. According to some of the panelists, strong interdependencies within a globalized world should be perceived as natural and as a strength.

Local content as an acceptable form of protectionism Some of the panelists demanded a stronger differentiation regarding the categorical rejection of protectionism. In developing countries, local content could play a major role in transformation if implemented in a cooperative

manner. Establishing expertise on-site and promoting domestic resources could aid the countries of origin and target countries. Sanctions also could have two sides and impact in both ways. Thus, they should not be implemented out of pure populism.

Entrepreneurship as a way of approaching each other

After having debated geopolitical and economic aspects of the East-West-Transatlantic relations, Christoph Daszkiewicz, a young manager and entrepreneur with a German-Polish background held the “Young Talent Pitch”. He gave personal insights into his impressive social entrepreneurship project in Ukraine with which he supports Ukrainian refugees. His project reveals what is possible when bridges are built through collaboration on a business level.

Vasco Szymanski summed up his impressions of the event as follows: “The Future History Challenges acted as a stimulus for over 70 young people to process different opinions, understand the complexity of shifting global relations, withstand generalizations and look for opportunities to contribute in a positive way themselves. If we have achieved some of these aspects, we have already achieved a lot.”



Vasco Szymanski, member of the management with the panelists of the “Future History Challenges”

24 HOURS INSIDE A STARTUP

Talented students meet the Collège and SAFM

What do 24 hours inside a startup feel like?

The Collège des Ingénieurs and the SAFM invited 24 high-potential students from European universities to experience what life feels like as a young entrepreneur. And of course foremost, what challenges they face regarding their business! The workshop, designed as a 24 h boot camp, took place at the SAFM in Turin.

In order to give the students a realistic insight into the life of entrepreneurs, three representatives from (young and mature) startups that evolved from SAFM alumni over the past years pitched their current challenges.

The selected students, ranging from mechanical engineers to mathematicians and chemistry students had one day to come up with innovative solutions to the challenges. Sailsquare for example asked the candidates to come up with an analysis of the German market and with a market entry strategy.



Sailsquare is an online platform that connects skippers with a boat and people who want to live an experience at sea. Through a peer-to-peer platform, travelers can take part in sailing experiences listed by private boat owners.

Lanieri offers custom menswear made by the finest Italian tailors. It offers tailored suits, shirts and ties. The products are the result of an endless search for the highest quality fabrics and for the most prestigious workshops.

Aquasmart offers smart solutions for towns and communities in order to recognize water leakages. It supports the public water system with measures against water loss. Thus these are both an ecological and economic startups.

Workshops@Collège des Ingénieurs

The Collège offers workshops for talented students and prospective fellows several times a year. This is the ideal occasion for students to get a sense of what it is like being a fellow and challenge themselves with a cutting-edge topic. The cherry on the top: The workshops take place in Paris, Turin or Munich and the Collège sponsors the participants! Join us on facebook, to see when the next workshop will take place.

www.facebook.com/CDI.Deutschland/

FURTHER IMPRESSIONS

of the 2016 graduation



ENTREPRENEURSHIP @COLLÈGE DES INGÉNIEURS

Startup Viewlicity revolutionizes golf putting practice

How can technology improve your golf experience? This was the question that sparked Lukas Posniak's and Christoph Pregizer's idea to create their golf training-application PuttView and found their company Viewlicity. With PuttView, the two former fellows of the Collège have successfully created a fundamentally new practice experience for golf that combines augmented reality, computer vision, psychology and – last but not least – their passion for the game of golf.

"The idea to start our own tech-startup was sparked during the Venture Lab at the Collège des Ingénieurs", says Lukas Posniak. Even though he and Co-founder Christoph Pregizer started out with attractive corporate careers at Volkswagen and Siemens Healthcare after graduating from the Collège in 2012, the wish to become entrepreneurs stuck in their minds. "The only thing missing back then was a convincing business idea", they explain. After three years of research, developing and discarding concepts Lukas Posniak and Christoph Pregizer finally settled on PuttView. The penny dropped when Christoph (ambitious golf player with 15 years of experience, HCP-3) was out putting on the golf green.

The vision and realization

The aim of PuttView is to develop a technology for golf putting practice based on augmented reality. "Golfers should be able to use this technology in order to develop a better understanding of what is happening on the green and train their subconscious putting skills in an intuitive way", explains Lukas Posniak. Currently, the young tech startup has accomplished a fully-functional indoor system that visualizes the ideal putting path, offers detailed feedback and can help any golfer, amateur or pro, improve his putting", explains Christoph Pregizer who is in charge of Technology.

The indoor technology has been successfully adopted by clients in Düsseldorf, Hamburg, Berlin and England. Having entered the UK market, the six-member team of PuttView plans to access the highly attractive US market where around 50% of all golf courses worldwide are located. Scandinavian countries are also on the short-list for market entry.



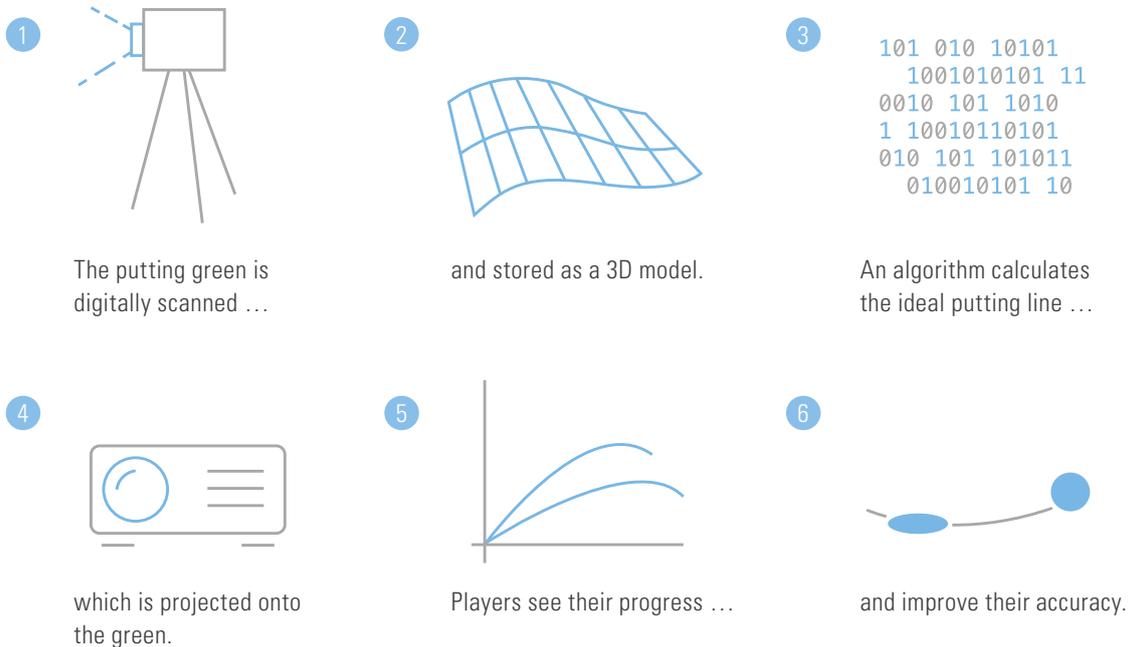
Posniak und Pregizer, photograph from BMBF / Mike Auerbach

The founders

Prior to the Collège, Lukas Posniak studied Mechanical Engineering at the Karlsruhe Institute of Technology and the University of Waterloo. After the Collège he started a corporate career and gathered professional experience at Volkswagen in Process Optimization and worked as an Executive Assistant. He is Viewlicity's marketing and strategy pro.

Christoph Pregizer studied Engineering Cybernetics at the University of Stuttgart and the University of Michigan and started out at Siemens Healthcare before founding Viewlicity. He is the technology expert and contributes to PuttView as a former German Bundesliga golfer.

PuttView: How does it work?



The technology

“We utilize advanced augmented reality technologies to create a fundamentally new practice experience”, explains Lukas Posniak who is in charge of finance and sales. Here is how the indoor version works: First, a highly accurate 3D Model of the real green is captured. Then an algorithm calculates the ideal ball path for any ball position and hole location on the green. The practice information is then projected directly onto the green. The player or coach can easily remote control PuttView using a tablet application. The main difference of the indoor in comparison to the outdoor version of PuttView is that a different kind of display is being used. Instead of a projector, the practice information is displayed on augmented reality glasses like Microsoft's HoloLens. Thanks to augmented reality, putting practice is turned into an experience through playful learning.

Challenges & solutions

Creating a startup with a technology as innovative as augmented reality naturally brings along challenges. “When we started developing PuttView, the right hardware was not available on the market. Our application had some specific requirements, for example, the augmented reality glasses should be small and light, have no cables attached and needed a high performance. The

available headsets did not meet our requirements by that time which is why we started developing the projector based indoor system. We were definitely developing in harsh conditions”, the founders explain. Founding and developing is a collaborative process and PuttView was happy to receive support from a special mentor on the way. “Professor Frank Steinicke from the University of Hamburg, a specialist for Human-Computer-Interaction, was of great support for us. His expertise has been of an indispensable worth and he has been an important coach for us”, explains Lukas Posniak.

Viewlicity's technology for other branches

In the future, Lukas Posniak and Christoph Pregizer envisage adapting their technology and expertise to other fields, as for example in the corporate context. “With my background in automotive production I see enormous potential in displaying information for assembly directly in the worker's field of view”, explains Posniak. Training technologies for other sports that include trajectories, as for example basketball, could also profit from PuttView's technology. Wherever the startup and its founders will venture; augmented reality is the technology deemed to have the most groundbreaking changes to our modern life. So, stay tuned to PuttView's developments online here: www.puttview.com.

THE CLASS OF 2016

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<i>Ballerini Stefano</i>	Università degli Studi di Firenze
<i>Balmativola Giulia</i>	Politecnico di Torino
<i>Bastard François</i>	Centrale Paris
<i>Dr. Bauer Pierre</i>	ESPCI / Université de Pierre et Marie Curie
<i>Dr. Behr Daniel</i>	Ruprecht-Karls-Universität Heidelberg
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<i>Beyerlein Diana</i>	TU München
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<i>Breitenbach Johannes</i>	TU München
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<i>Chinello Francesca</i>	Politecnico di Milano
<i>Chosidow Raphaël</i>	ENS Cachan / Mines ParisTech
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<i>De Colombel Xavier</i>	Ponts ParisTech
<i>De La Tour Pauline</i>	Mines ParisTech
<i>De Loze Arnaud-Guilhem</i>	Centrale Paris
<i>Dejean Victoire</i>	ENS Ulm
<i>D'Elia Massimiliano</i>	Politecnico di Torino
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