

INSEAD

Alumni Association  
Norway



# Christmas Lunch and General Assembly

December 8, 2017  
Nationalgalleriet

in collaboration with



#1 MBA Programme in the world ★ *Financial Times* 2016 & 2017 ★

# INSEAD

The Business School  
for the World®

#1

MBA Programme in the world  
★ *Financial Times* 2016 & 2017 ★

# 500+

**531 INSEAD Alumni in Norway**  
**265 MBA and 266 Executive Education**

# The team: IAAN Board 2017



Maria Borge  
Andreassen



Lars  
Thoresen



Lyke Matser  
Lorentzen



Naeem  
Zahid



Marius  
Olsen



Wendy  
Lam



Susanne  
Hannestad













Wilfried  
Pimenta de  
Miranda












# Agenda – IAAN General Assembly 2017

- ① Opening (“konstituering”)
  - ② Annual report
  - ③ Financial statement
  - ④ Budget and Membership 2018
  - ⑤ Board 2018
  - ⑥ Other (“eventuelt”)
- Proposed  
resolutions

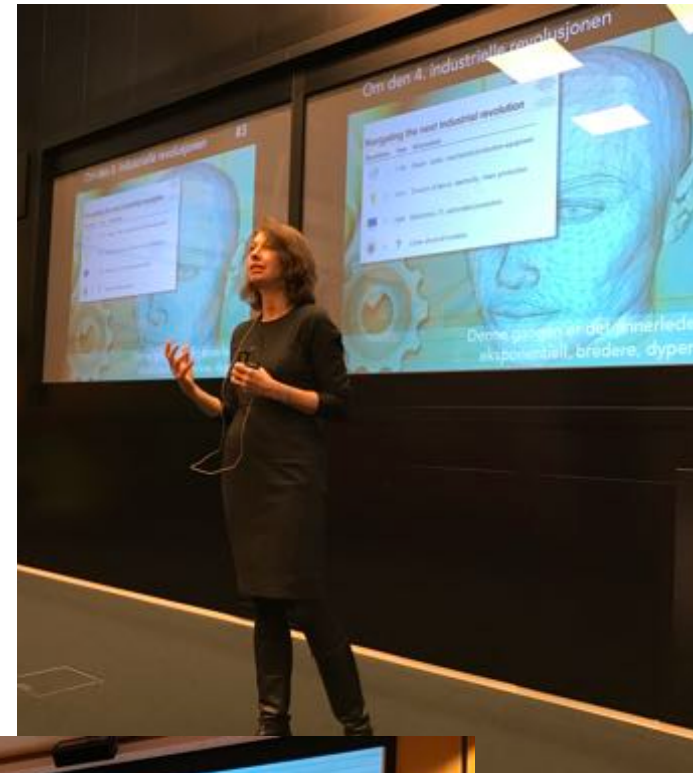
# 10 events in 2017: Artificial Intelligence, Digital Strategy and Future Leadership challenges

|                          | French Embassy  | Strategy Club   | Artificial Intelligence  | Entrepreneurship & PE Club  |   |   |  |  |  |
|--------------------------|---|---|--|---|---|---|--|--|--|
| <b>First half 2017:</b>  |    |    |    |    |   |   |  |  |  |
|                          | <b>Date:</b> 24 January   | <b>Date:</b> 28 February  | <b>Date:</b> 14 March  | <b>Date:</b> 9 May  |   |   |  |  |  |
| <b>Topic:</b>            | French-Norwegian business, social event   | Strategy Club hosted by McKinsey & Co: "Transformational Change"                    | Silvija Seres: "AI and the secret political life of algorithms"                      | "New Rising Global Stars from Norway"   |   |   |  |  |  |
| <b>Second half 2017:</b> |  |  |  |  |                      |  |  |  |  |
|                          | <b>Date:</b> 1 September  | <b>Date:</b> 12 September   | <b>Date:</b> 10 October  | <b>Date:</b> 30 October   | <b>Date:</b> 16 November  | <b>Date:</b> 8 December   |  |  |  |
| <b>Topic:</b>            | Social event with dinner and live jazz music  | Social event with keynote speaker Tine Wollebæk, CEO Bank Norwegian                 | Rian Liebenberg, CTO Schibsted: "How to succeed with digital transformation"         | Kristin Skogen Lund and Jacob Schram: How to meet future leadership challenges        | Annet Aris, INSEAD Professor of Strategy: "Media & Internet – new rules of the game in the digital world" | Social event and general assembly   |  |  |  |

## 70 attendees on average – Silvija Seres and Annet Aris most popular events (both INSEAD alumni)

|                          | French Embassy  | Strategy Club   | Artificial Intelligence  | Entrepreneurship & PE Club   |   |   |  |  |  |
|--------------------------|---|---|--|--|---|---|--|--|--|
| <b>First half 2017:</b>  |    |    |    |   |   |   |  |  |  |
|                          | Date: 24 January  | Date: 28 February   | Date: 14 March   | Date: 9 May  |   |   |  |  |  |
|                          | Topic: 42 attendees<br>(100% INSEAD alumni)   | Topic: 80 attendees<br>(70% INSEAD alumni)  | Topic: 90 attendees<br>(60% INSEAD alumni)   | Topic: 65 attendees<br>(70% INSEAD alumni)   |   |   |  |  |  |
| <b>Second half 2017:</b> |  |  |  | <br> |  |  |  |  |  |
|                          | Date: 1 September   | Date: 12 September  | Date: 10 October   | Date: 30 October   | Date: 16 November   | Date: 8 December  |  |  |  |
|                          | Topic: 93 attendees<br>(75% INSEAD alumni)  | Topic: 50 attendees<br>(70% INSEAD alumni)  | Topic: 80 attendees<br>(70% INSEAD alumni)   | Topic: 65 attendees<br>(75% INSEAD alumni)<br>lunch event  | Topic: 90 attendees<br>(70% INSEAD alumni)  | Topic: 40 attendees<br>(100% INSEAD alumni)   |  |  |  |

# Selected event pictures





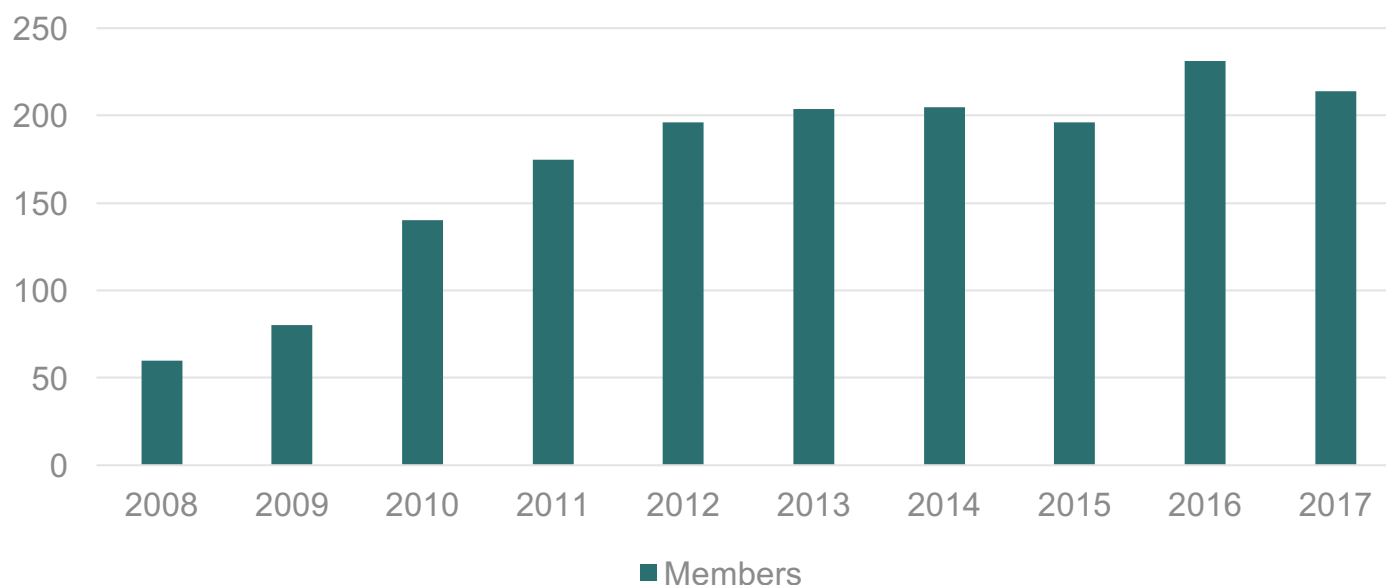
# Selected pictures from summer party



More pictures from the summer party on: <https://www.dropbox.com/sh/k464hynhxmr4m8j/AACETvj3r9yciSz57tpk3g1ea?dl=0>

# 214 members in 2017, slightly down from last year

## Our membership penetration is well above INSEAD benchmarks



| Membership penetration | INSEAD target | IAA Norway |
|------------------------|---------------|------------|
| MBA                    | 30%           | 58%        |
| Executives             | 15%           | 20%        |

## Key learnings and improvement points from 2017

- ➔ Need to make membership payments as **simple as possible** for our members, with a **structured follow-up** to make sure loyal members don't "forget to pay"
- ➔ We could have **less events (with high quality)**, rather than too frequent events with decreasing attendance
- ➔ Invest in more **food and drinks after events** as it leads to mingling and networking
- ➔ **Lunch events** works fine as a variation to the regular evening events

## Great learnings from volunteer meetings with international alumni associations

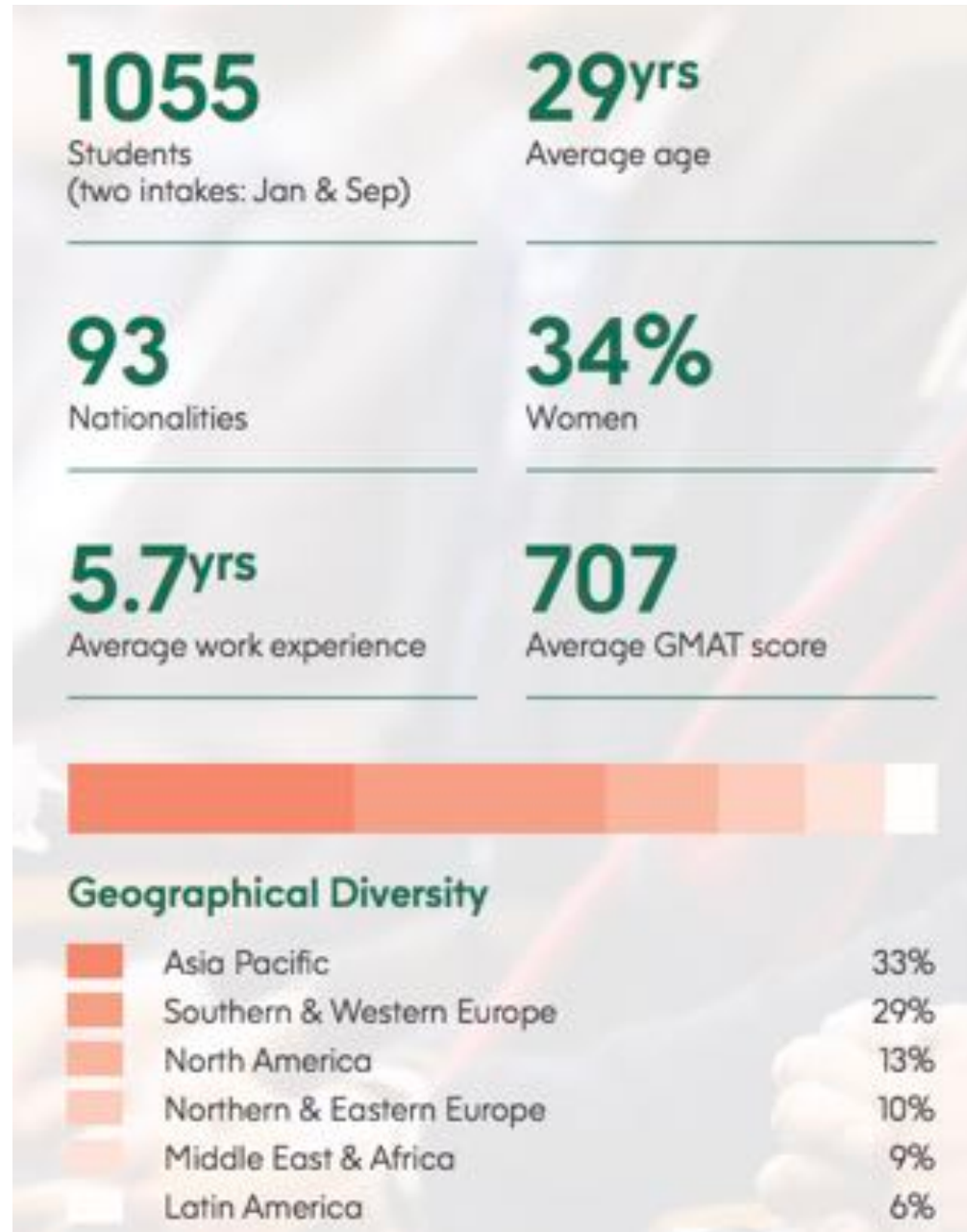
There are two international alumni association gatherings per year:

- Fontainebleau May: Wilfried Pimenta de Miranda represented IAA Norway
- Abu Dhabi Nov: Susanne Hannestad represented IAA Norway

Some highlights:

- Trend worldwide: need to keep relevant as alumni associations as it is **harder to get younger alumni to pay** for membership
- **Abu Dhabi Campus with new premises** close to Abu Dhabi Global Market (Stock Exchange). INSEAD with Global Institute for Business and Society including Sustainability, Ethics, Wealth Inequality, Social Impact, Humanitarian Logistics, Gender Initiative
- INSEAD **Corporate Governance Center** is formalized after 7 years incubation (our Alumni IN-BOARD Academy belongs to this centre)

# INSEAD MBA class of 2017 profile



# INSEAD MBA top employers

## 2016 Jobs by Sector Group

|   |      |
|---|------|
| Management Consulting                       | 46%  |
| Financial Services                          | 14%  |
| Technology, Media & Telecommunications      |      |
| E-Commerce / Internet                       | 10%  |
| Information Technology / Telecommunications | 7%   |
| Media / Entertainment / Advertising         | 2%   |
| <b>Corporate Sectors</b>                    |      |
| Retail / Consumer & Luxury Goods            | 6%   |
| Manufacturing / Conglomerates               | 5%   |
| Healthcare                                  | 4%   |
| Education                                   | 1%   |
| Energy                                      | 1%   |
| Public Sector / Social Impact               | 1%   |
| Transportation / Logistics                  | 1%   |
| Travel & Hospitality                        | 1%   |
| Corporate Services                          | 0.5% |
| Primary Industries                          | 0.5% |

## Top Employers of 2016 INSEAD MBA Graduates

### Top Employers 2016

|                                    |          |
|------------------------------------|----------|
| McKinsey & Company                 | 125 (50) |
| The Boston Consulting Group        | 67 (26)  |
| Bain & Company                     | 48 (14)  |
| Amazon                             | 35       |
| Strategy&                          | 24 (8)   |
| Microsoft                          | 20 (1)   |
| Accenture                          | 16 (6)   |
| Google                             | 12       |
| Roland Berger Strategy Consultants | 11 (6)   |
| A.T. Kearney                       | 10 (2)   |
| Deloitte                           | 7 (3)    |
| Partners in Performance            | 7        |
| Siemens                            | 7 (1)    |
| Credit Suisse                      | 6        |
| EF Education                       | 6        |
| Morgan Stanley                     | 6 (1)    |
| Samsung GSG                        | 6        |

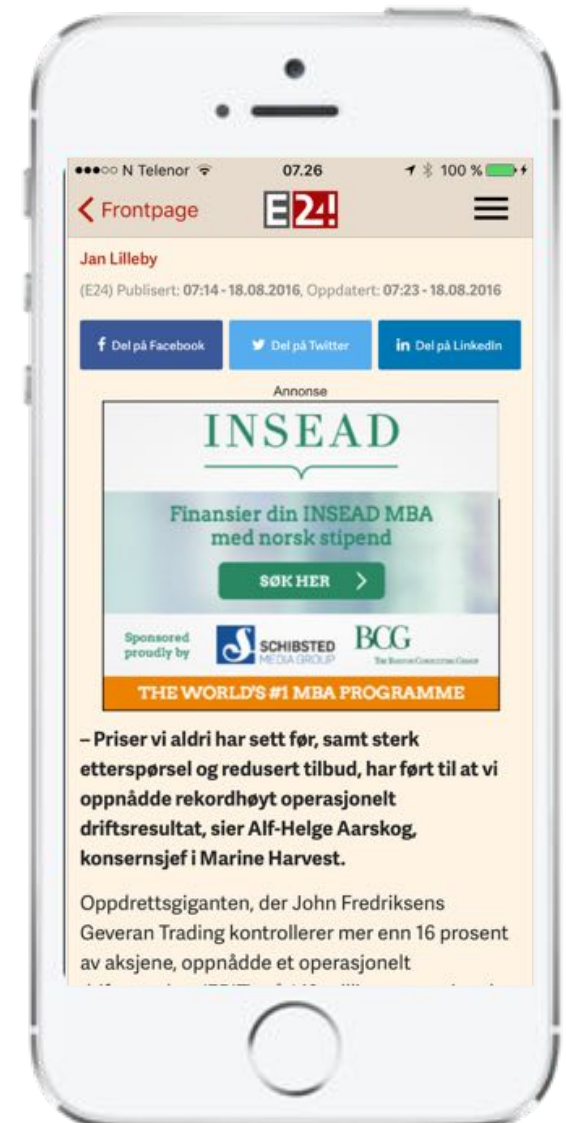
Numbers in brackets are former employees returning to the organis

# INSEAD scholarship for Norwegian students

The INSEAD Council, lead by Birger Magnus, has created an INSEAD scholarship for Norwegian students

Up to **NOK 100.000,- per year**

- BCG financing the scholarship
- Schibsted financing the marketing





# IN-BOARD Nordic Academy 2017

Susanne Hannestad  
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+47-9175 6380  
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# Successful Nordic IN-BOARD 2017

INSEAD

Alumni Association



# Nordic IN-BOARD 2017



**Truly Nordic participations with Swedes, Dutch/Norwegian, Swiss/Norwegian, French/Norwegian, Canadian/Norwegian and Norwegians (12 participants)**

## **Workshops in Oslo – Friday lunch to Saturday lunch**

August 25-26                      workshop 1 – McKinsey (Strategy) / Culture & Nomination

September 15-16                workshop 2 – PwC (Legal & Compliance)

October 20-21                    workshop 3 – Esholdt (HR/Recruitment) /  
First House (Communication)



## **INSEAD - sessions at Fontainebleau (FR)**

Cohort 1: 23-25 November 2017 (23 participants)

Cohort 2 : 24-26 November 2017 (22 participants)

INSEAD professors=> Board Effectiveness and Fair Process, CEO and Board, The challenges of multicultural boards, 360 evaluation and Coaching

360 degree evaluation and coaches => before going to Fontainebleau

International Group: Dutch, German, Swiss, Belgian and Nordic

**Programme Committee**

**Susanne Hannestad**, AMP July'06  
**Petter Mather Simonsen**, MBA D87  
**Wendy Lam**, MBA D03



# IN-BOARD Nordic 2017 Academy

The INSEAD Alumni Board Initiative

To prepare for the duties and responsibilities of supervisory and advisory boards in 4 modules

## In Oslo

**Workshop 1: Friday-Saturday 25.-26. August 2017**

McKinsey & Co, Olav Vs gate 5, 0161 Oslo

**Workshop 2: Friday-Saturday 15.-16. September 2017**

PwC, Dronning Eufemias gate 8, 0191 Oslo

**Workshop 3: Friday-Saturday 20.-21. October 2017**

Esholdt Executive Search and First House at PwC, Dronning Eufemias gate 8, 0191 Oslo

## Schedule for Weekend Workshops in Oslo

**Friday** 14:00 workshop starts  
**Friday** 20:00 dinner (Dinner Speaker: Supervisory practitioner)  
**Saturday** 13:00 workshop end

## In Fontainebleau

**Workshop 4: 3-day Board programme in Nov-17**

**Group 1** / 23<sup>rd</sup> – 25<sup>th</sup> with welcome dinner on 22<sup>nd</sup>  
**Group 2** / 24<sup>th</sup> – 26<sup>th</sup> with welcome dinner on 23<sup>rd</sup>

INSEAD, Bd de Constance, 77305 Fontainebleau

## Speakers

**McKinsey:** Frithjof Lund, Scandinavian head of organisational practice at McKinsey

**PwC:** Eli Moe-Helgesen, Partner and Signe Moen, Partner

**Esholdt Executive Search:** Lars Esholdt, Senior Partner

**First House:** Per Høiby, CEO

**INSEAD:** Prof. Erik van de Loo and Prof. Jaap W. Winter

**Prerequisite for participation:** Completion of an INSEAD MBA or executive programme and management experience

**Seminar participation costs** are **EUR 900** for first 3 Workshops. Workshop 4 at INSEAD costs an additional **EUR 4500**. Participants may sign up for Workshops 1 to 3 initially and secure a place in Workshop 4 in the autumn. The IN-BOARD is a non-profit initiative for IAAN.

Participants are responsible for personal travel and accommodation costs.

**Deadlines:** **30 June 2017** for Workshops 1-3  
**15 September 2017** for Workshop 4  
**Limited participation**

Register for the programme with an email to Wendy Lam, IAAN office, [inboard@insead.no](mailto:inboard@insead.no)

# IN-BOARD 2017

THE INSEAD ALUMNI  
BOARD INITIATIVE

Academy for the preparation of supervisory  
and advisory responsibilities

# WORKSHOP CONTENT

# THE INSEAD ALUMNI BOARD INITIATIVE

## 1. Strategy (McKinsey)

- The role of the board in strategy development
- Deep dive into digital strategy
- Toward an effective, forward-looking board
- Live case study discussions with current board chairs, members

### 2.1 Legal (PwC)

- Board's role and responsibility
- Annual general meetings and possible stumbling blocks
- Corporate governance in quoted, limited liability, and private companies (ASA, AS and ANS)
- Financial statements, auditor reports and audit committee
- Regulation and compliance, especially related to fraud, corruption and other criminal matters
- Requirements and expectations toward public entities

### 2.2. Compliance management and best practices (PwC)

- Acceptance of the board appointment
- Internal control and risk management, including anti-fraud and anti-corruption
- Financial reporting and the role of the board and audit committee
- Dialogue with the external auditor
- Tax planning and the board's role
- Board self-assessment

## 3.1. Human resources (Esholdt Executive Search)

- CEO succession and studies
- Board Assessments: Instrumentation, governance; Forms of cooperation
- Selection and qualification for supervisory and advisory boards

## 3.2. Crisis management and communication (First House)

- Crisis management
- Stakeholder management during crisis
- Crisis communication

## 4. Leadership (INSEAD)

- Board role and performance, group and board dynamics
- Board effectiveness, authority and effective leadership
- Leadership development, coaching (including 360° feedback)

In corporate governance, the efficiency and effectiveness of control bodies is critical. At the same time, the activities of supervisory boards of Nordic companies have become more intense and demanding. The growing responsibility of the supervisory board and the risk for personal liability for mistakes in the company demands that greater professionalism is developed in board activities.

Supervisory board memberships may be ideally suited for experienced managers, entrepreneurs and those looking to use their skills and experience at the end of their professional career in a meaningful fashion. While earlier in their careers, working executives can gain valuable experience as they are increasingly entrusted with critical tasks in control bodies.

The IN-BOARD academy aims to prepare leaders for board opportunities. This training series provides fertile ground to help alumni grow into both existing and new board positions.

The programme was developed in collaboration with INSEAD and takes into account the Nordic business context and its practices in legal, accounting and other areas. The 3-day leadership programme at INSEAD, completed together with alumni from Holland, Germany, Belgium and Switzerland, deals with higher-level topics and leadership practices such as board dynamics and board effectiveness and so completes the preparation for a future INSEAD-trained non-executive director.



| WEDNESDAY<br>22 November                   | THURSDAY<br>23 November   | FRIDAY<br>24 November  | SATURDAY<br>25 November   |
|--|---|--|---|
|  | 08.30 – 09.00<br>PROGRAMME INTRODUCTION<br>WHY ARE WE HERE?<br><b>ERIK VAN DE LOO</b>             | 08.30 – 12.30<br>LEADERSHIP DEVELOPMENT<br>COACHING                        | 08.30 – 12.30<br>NON-EXECUTIVE BEHAVIOURS,<br>HIDDEN COMMITMENTS &<br>INTEGRATION |
|  | 09.00 – 12.30<br>BOARD ROLES AND DYNAMICS (1)<br><b>ERIK VAN DE LOO<br/>&amp;<br/>JAAP WINTER</b> | <b>IGLC COACHES</b>  | <b>ERIK VAN DE LOO<br/>&amp;<br/>JAAP WINTER</b>                                  |
|  | 12.30 – 14.00<br>LUNCH AT THE<br>INSEAD RESTAURANT  | 12.30 – 14.00<br>LUNCH AT THE ROTONDE<br>WITH COACHES                      | TAKE AWAY LUNCH   |
| <b>ARRIVAL<br/>&amp;<br/>CHECK IN</b>      | 14.00 – 17.00<br>BOARD ROLES AND DYNAMICS (2)<br><b>ERIK VAN DE LOO<br/>&amp;<br/>JAAP WINTER</b> | 14.00 – 18.00<br>LEADERSHIP DEVELOPMENT<br>COACHING<br><b>IGLC COACHES</b> | <b>DEPARTURE</b>  |
| 18.00<br>WELCOME COCKTAIL<br>AT THE CERCLE | 17.00 – 18.00<br>INTRODUCTION TO COACHING   | 18.15 – 19.30<br>GROUP PHOTO<br>& JOINT COCKTAIL<br>AT THE CERCLE          |   |
| 19.00<br>OPENING DINNER<br>AT THE CERCLE   |   | 19.00<br>CLOSING DINNER<br>AT LA TABLE DES MARCHAUX                        |   |

# Agenda – IAAN General Assembly 2017

- ① Opening (“konstituering”)
  - ② Annual report
  - ③ Financial statement
  - ④ Budget and Membership 2018
  - ⑤ Board 2018
  - ⑥ Other (“eventuelt”)
- Proposed  
resolutions

③ Financial report

# Healthy financial situation for IAA Norway

Positive profit of ~9K, excluding inboard (Inboard had a negative profit this year due to timing effects between 2017 and 2016 (2016 +160K))

Approved  
by GA

## IAAN - Annual Report 2017

| Item   | Amount (NOK)   |
|--|----------------|
| <b>Income 2017 (NOK)</b>                             |                |
| Membership dues                                      | 140 633        |
| Kontoregulering fra inboard 2016                     | 2 031          |
| Summerparty - Participation fees                     | 39 282         |
| Payment from IMD for their summerparty participation | 4 933          |
| Payment from HBS for their summerparty participation | 25 528         |
| Insead payment                                       | 4 671          |
| Interest   | 292            |
| <i>Inboard - Participation fees + interest</i>       | 238 424        |
| <b>Total Income</b>                                  | <b>455 795</b> |
| <b>Total Income excluding Inboard</b>                | <b>217 372</b> |

## Expenses 2017 (NOK)

|   |                 |
|---|-----------------|
| NAA Contribution                                | -12 842         |
| Admin Expenses (post, bank)                     | -4 372          |
| IAA Address Book                                | -               |
| Events (venue hire, gifts, catering, professor) | -20 736         |
| Global Insead day                               | -4 500          |
| INSEAD Summit participation                     | -6 045          |
| IAAN Summer Party expenses                      | -111 974        |
| 2015: IAAN Christmas Lunch                      | -30 000         |
| Board meetings                                  | -18 332         |
| <i>Inboard</i>                                  | -299 193        |
| <b>Total Expenses</b>                           | <b>-507 995</b> |
| <b>Total Expenses excluding Inboard</b>         | <b>-208 801</b> |

## Profit 2017 (NOK)

|                                       |              |
|---------------------------------------|--------------|
| Total Profit                          | -52 199      |
| <b>Total Profit excluding Inboard</b> | <b>8 570</b> |

## Balance 2017 (NOK)






|   |                |
|---|----------------|
| Starting Balance                            | 255 070        |
| Total profit                                | 8 570          |
| <b>Ending Balance</b>                       | <b>263 640</b> |
| Whereof pending transactions                | 4 472          |
| <i>Cash Balance as of November 28, 2017</i> | 268 112        |

4 Budget 2018

# Budget 2018 with only minor adjustments

Increase membership fee, but not number of paying members

Approved  
by GA

|                             | Budget 2018   | Actual (est. per nov) | Budget  |
|-----------------------------|---|-----------------------|---|
| IAAN - Budget (NOK)         | 2018  | 2017                  | 2017  |
| Membership                  | 159 000   | 140 633               | 136 000   |
| Renter                      | 290   | 292                   | 280   |
| Sponsorship                 | 7 500   | -                     | 7 500   |
| <b>Totale Income</b>        | <b>166 790</b>  | <b>140 926</b>        | <b>143 780</b>  |
| NAA Contribution            | -13 000  | -12 842               | -13 000  |
| Admin Expenses (post, bank) | -7 970  | -4 372                | -12 000   |
| IAA Address Book            | -1 000  | -                     | -2000   |
| Events (venue hire, gifts)  | -22 000   | -20 736               | -20 000   |
| Global Insead Day           | -5 000   | -4 500                | -5 000  |
| IAA Summit Participation    | -25 000  | -6 045                | -25 000  |
| IAAN Summer Party Subsidy   | -40 000   | -42 231               | -40 000   |
| IAAN Christmas Lunch        | -30 000   | -30 000               | -30000  |
| Board Meetings              | -20 000   | -18 332               | -20000  |
| <b>Totale Expenses</b>      | <b>-163 970</b>   | <b>-139 058</b>       | <b>-167 000</b>   |
| <i>Total Balance</i>        | 2 821   | 1 867                 | -23 220   |



## Membership fee suggested increased to 750 NOK

Approved  
by GA

Suggestion:

- **750,- for normal membership** (+100 NOK from 650 NOK)
- **300,- for regional (supporting) membership** (no change)
- Argument behind increase:  
To **invest further in drinks/food** at events and **cover increased payment expenses**. Membership fee has been unchanged since 2013.

Membership is **valid 1 year**

**Pay the way you prefer** – in 2018 we will offer:

- **VIPPS mobile payment**
- **Faktura electronic / paper**

## Team changes



Maria Borge  
Andreassen



Lars  
Thoresen



Lyke Matser  
Lorentzen



Naeem  
Zahid



Marius  
Olsen



Wendy  
Lam



Susanne  
Hannestad



Wilfried  
Pimenta de  
Miranda

Leaving after 4  
years

Thank you Wilfried for  
fantastic contributions to the INSEAD alumni family in Norway

# The team 2018



Maria Borge  
Andreassen



Lars  
Thoresen



Lyke Matser  
Lorentzen



Naeem  
Zahid



Marius  
Olsen



Wendy  
Lam



Susanne  
Hannestad



Jonas Ibsen  
Brynildsrud

NY – INSEAD MAP  
graduate 2017

Welcome Jonas!

# Board 2018 with one new member

## Jonas Ibsen Brynildsrud joining



### Roles:

- **Marius Olsen**, President
- **Maria Borge Andreassen**, Treasurer
- **Naeem Zahid**, Membership
- **Lars Thoresen**, Speaker events
- **Susanne Hannestad**, Speaker events and IN-BOARD
- **Wendy Lam**, Speaker events and IN-BOARD
- **Lyke Matser Lorentzen**, Social events
- **Jonas Ibsen Brynildsrud**, Speaker events and Communication **(NEW)**

### Club Presidents:

- **Lars Thoresen / Susanne Hannestad** – Private Equity & Entrepreneurship Club
- **Krister Paulsen** - Energy Club
- **Sverre Fjeldstad** - Strategy Club

The Board maintains the right to supplement itself during the election period

## Main KPI goal is to reach 240 members in 2018

| Mål  | Status 2017  | KPI 2018          |
|--|--|-------------------|
| <b>Total members</b>   | 214 (41% penetration)  | 240 (46%)         |
| <b>Executive members</b>   | 49 (20% penetration)   | 60+ (26%)         |
| <b>Event participation</b>   | Total average 70   | Total average 60+ |
| <b>Sponsors</b>  | 1  | 1                 |
| <b>Participants at summer party</b>  | 93   | 80+               |
| <b>MBA students from Norway at INSEAD</b><br>(difficult to influence directly) | 2 (17J), 0 (17D) = 2 in 2017<br>4 (18J), 2 (18D) = 6 in 2018 | 6+                |

## Vision and focus areas

### Our vision:

- **Be the most relevant MBA alumni forum in Norway** by having relevant speakers and meeting places for alumni

### General focus areas:

- **Continued strong collaboration with elite MBA alumni** associations (Harvard, IMD, Stanford and London Business School)
- **Increase knowledge of INSEAD among potential applicants** for the MBA- og EDP-programs, as well as for **recruiters** through presence at schools and by inviting prospective students to selected events
- Get at least one alumni to have **guest lectures at NTNU / NHH** to increase INSEAD brand awareness among potential future applicants
- Facilitate for **good networking opportunities** before/after each event

# INSEAD Norway Event Program 2018

Main sponsor



Sponsors of  
INSEAD Scholarship



## First half 2018:

### French Embassy



Date: **30 January**  
Topic: French-Norwegian business, social event

### Birger Magnus



Date: **27 February**  
Topic: "How to meet the challenges of digital leadership"

### e-Health event



Date: **20 March**  
Topic: Berit Svendsen + startups + panel debate

### Impact investing



Date: **24 April**  
Topic: Speakers and contributors in progress

## Second half 2018:

### Summer Party



Date: **24 August**  
Topic: Social event with dinner and live jazz music

### Global INSEAD Day



Date: **12 September**  
Topic: Social event with keynote speaker

### Helge Lund



Date: **11 October**  
Topic: "Future of oil & gas in a transforming energy landscape"

### Ownership models



Date: **30 October**  
Topic: Strategy club event at McKinsey, comparison of ownership models

### Scaling globally



Date: **20 November**  
Topic: Entrepreneurship scaling globally: Speakers and contributors in progress

### Christmas Lunch



Date: **7 December**  
Topic: Social event and general assembly

# Questions?

Want to join the team?

Suggestions for speakers?

[info@insead.no](mailto:info@insead.no)

INSEAD NORWAY Home Event Program Event Sign-up Membership My INSEAD Contact

## INSEAD ALUMNI ASSOCIATION NORWAY

- Event Program**  
Attached you will find our event program for 2015 with a wide variety of professional speakers, club events and social events for our alumni community.
- Sign up for Events**  
Here you can sign up for our events. All members are allowed to bring one guest.
- Membership**  
Information about membership is found here. By paying the membership fee you will receive invitations to all our events.
- My INSEAD**  
My INSEAD is the alumni community of INSEAD where you can get in touch with fellow alumni and stay updated on news and events around the world.

### The Most Relevant MBA Alumni Forum in Norway



Facebook:

<http://tinyurl.com/IAAN-Facebook>



LinkedIn:

<http://tinyurl.com/IAAN-LinkedIn>



[www.insead.no](http://www.insead.no)

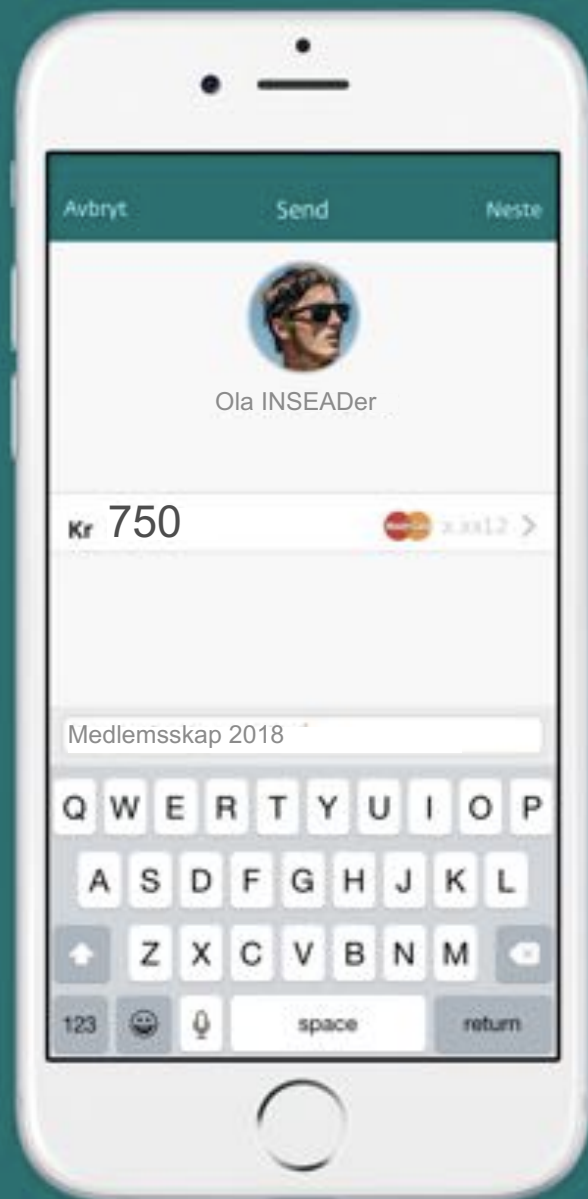


Nå kan du Vippsse  
medlemsskapet for 2018

vipps

INSEAD

Alumni Association  
Norway



750 kr  
to  
20 533

The easiest way to pay your membership 2018  
Download Vipps at [www.vipps.no](http://www.vipps.no)

# INSEAD

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for the World®

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MBA Programme in the world  
★ *Financial Times* 2016 & 2017 ★