



# Yearbook 2021

BMI Executive Institute and BMI Alumni Association

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**Jurga Bendikaitė-Ursavaš**  
Director General  
BMI Executive Institute  
Vilnius & Brussels

“  
**Over 20 years of  
experience delivering  
high quality EMBAs**

For BMI, 2021 was a year of extremely dynamic development even amid the continued challenges of the global pandemic. It was a time of advancement to a new stage of maturity as an international management educator. That is equally true of our EMBAs and our Executive Education programmes.

Early in the year, the first cohort of the Brussels EMBA co-organized by BMI and UCLouvain began studies. Thus, we now have parallel EMBA cohorts in Vilnius and Brussels, with equally impressive executive participants. They have begun interacting with each other in module exchanges and in our new Field Seminars (on “Doing Business in the EU” in Brussels, and on “Fintech and Biotech Startups” in Vilnius).

At mid-year, a major rebranding brought our official name (now “BMI Executive Institute”), visual identity (new logo, new website, etc.) and the presentation of our core values and the unique value we deliver, in line with our now bigger vision and ambitions.

It was the right time to upgrade BMI’s profile, after more than 20 years of growth and leadership, with the consolidation of our Brussels expansion, and with innovative new offerings in the works for Executive Education. And it brought us a large international visibility boost.

The new presentation highlights our flexibility to react swiftly to change. It builds on the foundations of our spirit of entrepreneurship, human-centricity, sustainability, and international perspective.

Meanwhile, BMI’s ultimate identity and mission remain the same – to continue moulding leaders able to successfully lead organisations in an international marketplace and drive meaningful changes in communities. All signs suggest that 2022, which will no doubt have its own challenges, will remain just as dynamic and exciting for BMI’s further development.



# BMI Executive Institute Has a Fresh New Look

For over 20 years, BMI has been delivering a high quality International Executive MBA, certificate offerings and customized trainings, embarking over 6,000 executives on their leadership development journey. In the summer of 2021, the institute unveiled its fresh new look – a new logo and visual identity. The new look better represents the institute's innovative, international, and flexible approach.

In recent years, BMI has taken strides in expanding activities internationally. In 2019 it opened the BMI Brussels office and this year started delivering an International Executive MBA with Belgium's Louvain School of Management. Therefore, it felt like the right time to update the brand.

As BMI's visual identity evolves, its mission remains the same – to continue moulding leaders, to successfully lead organisations in an international marketplace and drive meaningful changes in communities.

BMI Executive Institute's programmes include the BMI International Executive MBA in Vilnius and the parallel BMI International Executive MBA in Brussels, co-created with UCLouvain, as well as a variety of certificate offerings and in-company trainings.



*"Like every outstanding leader, we are always looking to improve. Leadership and everything it entails are part of our identity, and lately we have felt that our vision had outgrown our brand. Our new identity better manifests our values and our business approach, as we've always been able to be flexible, react swiftly to changes in the market and adapt accordingly," says Jurga Bendikaitė-Ursavaš, Director General of BMI Executive Institute.*

## Wearing a new cape. Delivering the same quality.

BMI has built its new identity on the strong foundation of its values – entrepreneurship, a human-centric approach, sustainability, international perspective – all of which are deeply rooted in the organisation's spirit.



# BMI Has Increased its Faculty to 30 Professors

BMI Executive Institute has added six outstanding new professors from some of the world's top business schools to its faculty: **Gloria Batllori** and **Jan Brinckmann** from ESADE Business School, **Christelle Bitouzet** and **Florian Hoos** from HEC Paris, **Rudy Aernoudt** of Ghent University, and **Steven Poelmans** from Antwerp Management School. They will teach in BMI's Executive MBA and Executive Education programmes and conduct in-company trainings.



*"At BMI we have a unique model of 100% visiting faculty which enables us to give our participants access to the latest knowledge and practices, so they can stay at the top of their game. We continuously evaluate our collaboration with professors and are continually looking for new additions to be able to offer the best quality."*

**Prof. Véronique Malleret**  
BMI Academic Dean, Brussels & Vilnius  
Professor, HEC Paris, France

## Meet the new members of the BMI faculty



### Prof. Gloria Batllori

has been a Professor of Finance at ESADE Business School in Barcelona, Spain, since 2000. Prof. Batllori previously worked for the Spanish Government in an international trade role, based in Los Angeles. She also worked in strategic consulting at The Mac Group before later founding her own consulting firm, Diedro Advising. She has advised clients in numerous industries including banking, food, construction, textile and retail, mainly on valuation for M&A transactions and valuation of startups.

In teaching Corporate Finance and Financial Analysis, she continuously updates topics and materials to suit today's needs and conditions. At BMI, Gloria is teaching entrepreneurial finance as part of the EMBA Brussels track and corporate finance within shorter executive programmes.



### Prof. Christelle Bitouzet

is an Affiliate Professor at HEC Paris where she teaches in a variety of Executive Education programmes and is the Academic Coordinator for the Executive MBA. Her fields of expertise encompass stakeholder engagement, corporate social responsibility, and community relations, as well as change management, team mobilization, multi-cultural management, and global communications. For 12 years she was Head of Communication and Local Stakeholders Relationships in the Lafarge Group. Alongside her work with HEC Executive Education, she is the partner of a consulting company, acting mainly in the field of sustainable development and strategic stakeholder engagement.

At BMI Executive Institute she teaches the Crisis Management and CSR course for both EMBA tracks.



## Prof. Florian Hoos



Florian Hoos has served as a Professor at HEC Paris since 2011. Besides being a professor at HEC, Florian also works as a strategy consultant for startups and large corporations, and as a business coach with his Berlin-based firm. From 2017-2019, Florian was the Director of the Centre for Entrepreneurship at Technical University (TU) Berlin where he led a team of 25 people and was in charge of TU's startup incubator and technology transfer.

Prof. Hoos is an active researcher with publications in leading international scientific journals. He is also a member of the editorial board of the Academy of Management Learning & Education – the leading journal for management education. At BMI, Florian Hoos teaches a CSR course for both EMBA tracks.



## Prof. Rudy Aernoudt

teaches at Ghent University in Belgium, with a focus on the global economic environment. He is a former chief economist and corporate finance veteran with an impressive background, including experience at MIT, the European Commission, the European Council, and the European Social and Economic Committee. He is a co-founder of the European Business Angels Network and the Foundation for Research on Education and Entrepreneurship.

Prof. Aernoudt has published more than 30 books and over 300 papers on corporate finance, politics, and economics. At BMI, he teaches economics within the EMBA programme and will conduct incompany trainings.

## Dr Jan Brinckmann



is a Professor of Entrepreneurship at ESADE Business School, where he serves as Director of the Entrepreneurship Lab for the ESADE MBA programme, head of the EWorks accelerator, and Director of the MSc in Innovation and Entrepreneurship and the ESADE Entrepreneurship Research Group. He also teaches High Technology Venturing at the University of Sankt Gallen in Switzerland and at the Korean University Business School.

Dr Brinckmann has founded companies, including the fashion marketplace Favcorner, as well as an investment and advisory holding firm for high-tech ventures. He is member of company boards and an active business angel. At BMI, he teaches the field seminar on fintech/biotech startups for both EMBA tracks.



## Dr Steven Poelmans

is a Professor of Neuroscience and Strategic Leadership and a cohort coach for the Executive PhD program at Antwerp Management School. He is the founder and director of the NeuroTrainingLab™, a leadership development methodology that uses competency assessment and neurophysiological indicators.

Steven Poelmans is also a founding member of the European Academy of Management and an international member of the Academy of Management and the Society of Industrial and Organizational Psychology. He teaches leadership as part of the EMBA Vilnius track.

# Life-long Learning Opportunities Globally

Our participants are eligible to take mobility modules at 8 venues on 3 continents.

They benefit from the first-hand experience of learning and networking in these places which offer diverse insights and strategic values for business.

The exclusive mobility modules form part of our life-long learning offering for EMBA participants and alumni, allowing them to stay at the top of their game.



**NEW ORLEANS,  
USA**



**SHANGHAI,  
China**



**HELSINKI,  
Finland**



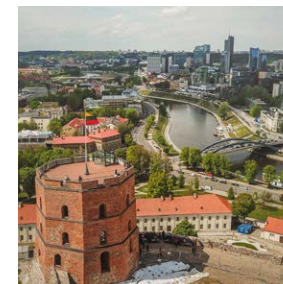
**FRANKFURT,  
Germany**



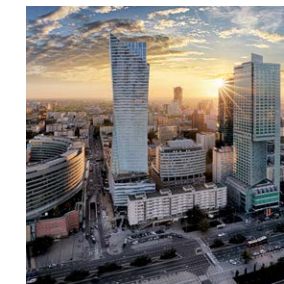
**ALMATY,  
Kazakhstan**



**BRUSSELS,  
Belgium**



**VILNIUS,  
Lithuania**



**WARSAW,  
Poland**



**Travel to  
learn even  
more!**

# The EMBA Perfected, for Best-in-class Results

The International Executive MBA is a unique 12-month programme for ambitious leaders and entrepreneurs who want to upgrade their knowledge and skills without interrupting their work.

It is delivered by top professors from the Americas, Europe and Asia, and with diverse classmates who are equally experienced and insightful.

The result is a mix of programme excellence, faculty expertise, and networking opportunities.

## One International Executive MBA, two tracks



Accredited by



Member of



*"It's been 5 years since I graduated from the BMI EMBA. Since then, our business grew 5 times, and I feel much more confident in making decisions. The most important thing is that I work less and earn more."*

**Jurgita Lemešiūtė**  
Managing Partner at People Link,  
EMBA Class of 2015, Vilnius



*"Sometimes it's quite hectic to combine work, sport and an EMBA programme, but at the same time, it is enjoyable. It made me more proactive about balancing all the variables in life and being more flexible. I already see a return on my EMBA investment. It's giving me more knowledge and experience, making me better positioned for the various work and life-related challenges and obstacles. I am grateful for all the opportunities I've had and the great people around me."*

**Ignace Mullens**  
Cybersecurity Manager at PwC  
EMBA Class of 2022, Brussels







# 2021 Ivy Exec Executive MBA Ranking

For the second year running BMI's International Executive MBA was recognized among the best programmes in the world. Our programme maintained its position as the **16th best joint Executive MBA** in the world in Ivy Exec's global business school ranking for 2021.



## #3

for Career  
Advancement

## #3

for Curriculum

## #8

for Global  
Experience

# The Curriculum

1

## INCREASING AWARENESS

- Leadership: Starting with Yourself
- Executive Presence
- Economic, Monetary and Geopolitical Environment
- Business Game: Challenges and Opportunities

2

## DEEPENING & MEASURING

- Financial Accounting
- Entrepreneurial Finance
- Business Performance Management

**REAL LIFE PROJECT 1:**  
Finance Analysis & Company Valuation

3

## CREATING VALUE & IMPACT

- Strategic Marketing
- Strategies for Value Creation
- CSR 4.0
- Entrepreneurship & New Business Models

**REAL LIFE PROJECT 2:**  
New Venture Business Plan

4

## TRANSFORMING & IMPLEMENTING

- Digital Transformation
- Transformational Leadership

### Career Coaching & Personal Development

#### International Study Trip

- Management Practices
- Company Visits

#### Capstone Project

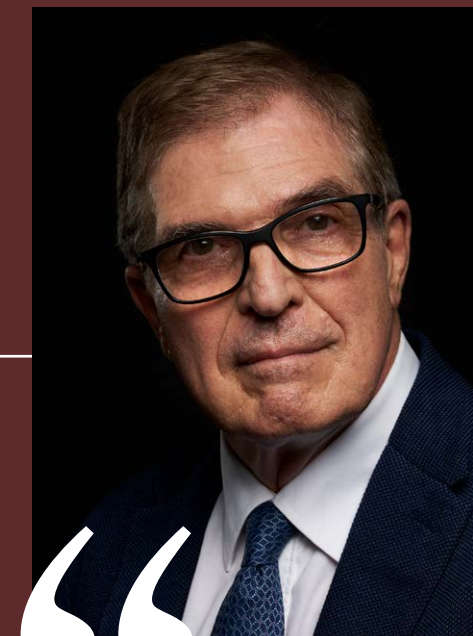
- Strategic dilemma – start-up project: guidance and support
- Written paper and oral defence

#### Field Seminars

- Doing Business in the EU  
*Brussels*  
or
- Fintech/Biotech Start-up  
Ecosystems  
*Vilnius*

#### Elective Courses

- Sales Management
- Negotiation Skills
- Corporate Governance and Legal Environment
- Design Thinking
- Innovation Strategy



*“The impressive participants, high-powered faculty and attentive staff of this International Executive MBA all share a common passion for innovation, business development, entrepreneurship and humanistic values. The programme offers you the opportunity to simultaneously grow your leadership skills, managerial capabilities, and international network.”*

**Prof. Jean-Paul Larçon**

Co-Founder, Co-Chair, BMI Board,  
Professor, HEC Paris

# EMBA Class of 2023 Facts and Figures

The EMBA Class of 2023 Vilnius cohort began BMI Executive Institute's International Executive MBA in December 2021, and the Brussels cohort began in January 2022. The 69 executives in Class 2023 set off on a journey of professional transformation which bears fruit already during the studies. Since the programme stresses a hands-on approach, combining practical cases, real-life examples and projects, and group workshops, participants can apply the acquired knowledge right away in their companies.

## Vilnius track

**3**

nationalities

**94%**

top and senior managers

**24%**

board members

**20**

industries

**10 years**

average management experience

**17 years**

average professional experience

**39**

average age



## Brussels track

**6**

nationalities

**50%**

top and senior managers

**9%**

business owners

**14**

industries

**10 years**

average management experience

**15 years**

average professional experience

**39**

average age





# Practice-based learning – an Important Part of the EMBA Experience

“

*“We aim to provide a well-rounded experience to our EMBA participants. We are always looking to find the perfect balance between theoretical knowledge and practical cases in our EMBA curriculum, allowing our participants to easily transfer learning to their companies. This was the first time we have organized practical field seminars of such scale, and the positive feedback we received encourages us to continue in this direction.”*

**Austėja Andziulytė-Milašiūnienė**  
Director of EMBA Programmes  
at BMI Executive Institute

In 2021 BMI Executive Institute organized two field seminars for EMBA participants from Vilnius and Brussels with a programme full of practical workshops, panel discussions and company visits.

The goal of the seminars is to expose participants to the key practical areas of starting and growing new ventures and empowering their entrepreneurial mindset.



## Fintech/Biotech Startup Ecosystem

field seminar in Vilnius

**3** days

**12** speakers

**2** panel discussions

**2** company visits

## Doing Business in the EU

field seminar in Brussels

**3** days

**7** speakers

**2** visits to EU institutions





# Evening Sessions: Trully Inspiring and Exclusive Learning Opportunities for EMBA Participants

Our International EMBA journey is not just about courses, assignments, and exams. We also give our participants real-life experiences, for instance the participants the Brussels cohort benefit from a series of evening sessions with inspiring leaders. These are exclusive meetings with important stakeholders on the Belgian and European scene which aim to build knowledge and networks beyond the classroom door.

2021	
Bruno Colmant CEO, Degroof Petercam Bank	✓
Faustino Rabasot CEO, Decathlon Belgium	✓
Karolien Haese, Founder, Building Healthcare For Tomorrow	✓
Rudy Aernoudt Chief Economist, EU Commission	✓
Michel de Kemmeter Club of Brussels, Wise Management	✓





# Graduation of the International Executive MBA Class of 2021 in Vilnius

In July 2021 a group of bright-minded leaders received their BMI International Executive MBA diplomas after months of life-changing experiences. Academic officials from BMI and its international partner schools, graduates' families and colleagues, and BMI alumni all attended the ceremony at the City Hall in Vilnius.

*"This is a significant accomplishment. One that has required hundreds of hours of reading, studying, and practical work in addition to full days of lectures. Finally, today is a day for greetings and celebrations", BMI Director-General Jurga Bendikaitė-Ursavaš told the group of executives.*

## Three graduates received special awards:

**Agnė Daukšienė**, Head of Business Transformation at Ignitis Lietuva, won the special HEC Paris award for the best Diploma Paper in Strategy.

**Vitalija Butkevičienė**, Key Account Manager at KRKA Lietuva, won the Best Diploma Paper Award.

**Domantas Patinskas**, Operations and Backend Sales Manager for Baltics at Studio Moderna, won the Best Grade Average Award





# Traditional Back-to-School BBQ in Vilnius

Traditions are what hold the community together. One of these traditions at BMI Executive Institute is a Back-to-School BBQ marking the beginning of each Academic year.

In 2021, as part of the event, participants also enjoyed a Marketing Masterclass by Prof. Andrés Cuneo, a lecturer at BMI.





# Collaboration with UCLouvain



**Prof. Per J. Agrell**  
Dean of the Faculty  
Louvain School of Management  
UCLouvain University

*“Years ago, UCLouvain helped create BMI as a new way to educate management leaders. Now the two institutions are co-creators of a unique International Executive MBA that is globally connected, hands-on, and human centred. This programme based in the heart of Europe will open many new doors for you and get you ready for the world of tomorrow.”*



**Pierre Semal**  
Executive Director  
BMI Brussels

*“Louvain: this is 600 years of history in the world of research and education. Strongly rooted in both international openness and humanist values. BMI: this is 20 years of programmes for developing companies and managers. All rooted in international cooperation and entrepreneurial values. Naturally, they together founded the not-for-profit BMI Brussels. Their first baby is an international executive MBA program. Its DNA is, of course, international openness, humanism and entrepreneurial values. We hope it will serve the world for good.”*

# BMI Executive Institute Partners with Benelux Baltics in Business and Contributes to the First Event

BMI Executive Institute has become an official content partner of Benelux Baltics in Business (BBinB), the international network connecting professionals and entrepreneurs from the Baltic countries in the Benelux region. The new partnership builds on the common goals of strengthening the regional business network, sharing the latest leadership and technology knowledge, and providing business professionals with exclusive networking and learning opportunities.

“After launching our branch in Brussels last year and as experts in high-level executive education with Lithuanian roots, we see many opportunities to create value by broadening our reach in the Benelux region. So, we are thrilled to become a part of the Benelux Baltics in Business and serve this network as a new go-to knowledge base and provide learning opportunities for businesspeople from the Baltics in the region,” said Jurga Bendikaite-Ursavaš, the Director General of BMI Executive Institute.

“From my experience as an executive search strategist, I can tell you that it takes leaders to grow other leaders. Benelux Baltics in Business is a platform for learning and getting advice from the best. We are honoured to have BMI Executive Institute on-board for our network and events and look forward to working together in an exchange of knowledge and experience about doing business in both the Baltic countries and the Benelux region. Moreover, as there is no such dedicated space for people from these two relatively small, yet influential regions to collaborate, it makes sense to see it from a global perspective,” says Jurga Baltram, a Co-Founder of Benelux Baltics in Business and an Executive Search Consultant at Pedersen & Partners.

In September, Benelux Baltics in Business held its first annual conference, entitled “Rethinking leadership. New or old normal.” At the conference, BMI lecturer Aad JCM van Vliet delivered the keynote speech on “Leading beyond boundaries”.







**Diana ČESONYTĖ**  
Director of Executive Education  
Programmes



## Executive Education Programmes

Like everything at BMI, Executive Education too was fresher, bolder and more vibrant than ever in 2021. Our portfolio of EXED offerings is developing nicely as a flexible way to develop the specific expertise, skills and knowledge that high-level executives, investors and entrepreneurs need in today's business world. EXED activities include open programmes and in-company trainings.

Three open programmes were held in 2021: the new "Innovation and Digital Transformation", "Lead to Impact", and a 12-week open programme for BMI alumni on recent advances in emotional intelligence.

We also developed the new "Investment and Innovation Academy" in partnership with the Lithuanian Business Angel Network (LitBAN) and the Baltic Sandbox start-up accelerator. It launched with a first impressive cohort of participants in January 2022 and immediately proved extremely successful.

With its vast global network of faculty, BMI is thrilled to help companies address internal needs for new knowledge and skills as well. In 2021 we began to deliver a year-long programme on the banking value chain for a major financial institution, with participants from several countries. We also delivered custom in-company trainings on leadership, corporate strategy, budgeting, and other matters.

In 2022, BMI will introduce more new open programmes in line with market needs, on topics such as female leadership, crisis management and more. We will also actively offer companies access to BMI's unique pool of world-class lecturer-practitioners for their own specific internal needs and ambitions.

So stay tuned for more exciting news about BMI EXED, which is likely to debut this coming year on the Brussels market as well! You can be sure that offerings especially for our alumni will never be lacking, since providing life-long learning opportunities is at the heart of all our efforts.

# Investment and Innovation Academy

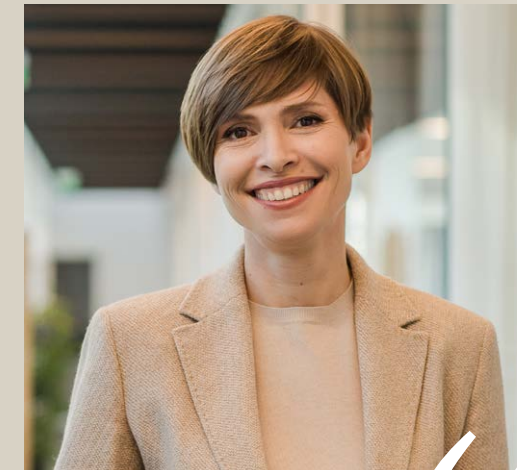
In December 2021, BMI Executive Institute officially opened the inaugural Investment and Innovation Academy programme. The new executive programme was launched in the spring of 2021 to promote the understanding of modern business forms, boost interest in start-up investment, enhance possibilities for the best ideas to be brought to life, sharpen evaluation skills of investment opportunities at their early stage, as well as foster collaboration between investors, corporations and start-ups. The courses of the programme started in January 2022.

The Investment and Innovation Academy was established by BMI together with the Lithuanian Business Angel Network (LitBAN) and Baltic Sandbox. The content is created in partnership with 70V, Ellex Valiūnas and many other individual lecturer-practitioners bringing knowledge, experience as well as recent trends from abroad.

On 20 December BMI, invited the participants that had already signed up for the Investment and Innovation Academy, partners of the Academy, and other guests to the official opening of the programme and a networking evening. All attendees had the opportunity to listen to guest speaker Saulius Adomaitis, who shared his insights about corporate and private venturing nowadays, its differences, similarities and potential co-creations in that eco-system.



LITHUANIAN  
BUSINESS  
ANGELS  
NETWORK



*"The best part of the programme is that it's very practical. It's like a hackathon – we immediately started putting ideas on the table, discussing and selecting among them. The process is truly very intuitive and organic. It provides an understanding of what tools you need in this process, how to build your competences and know-how. The practical experiences give you a structure and guidelines you can build on."*

**Lina Danienė**  
Entrepreneur and business coach

## Programme Structure

### Module 1

Fostering the Entrepreneurial Mindset

### Module 2

Part 1. Strengthening Investment Strategy

Part 2. Startup Evaluation and Assessment Process: from Scouting to Managing the Portfolio

### Module 3

Building One's Own Investor Profile: Strategies and Frameworks

### Module 4

Navigating through the Complex Legal World of Venture Capital Transactions

### Module 5

Innovation Strategy, Processes and Investment Performance: the Missing Links



# Innovation and Digital Transformation

This very practical BMI Executive Programme is designed to put participants on track with not just clear vision of the digital opportunities open to their own business but also a detailed roadmap for transformation. Plus, the tools and skills needed to execute.

The programme consists of three modules, three main pillars, for successful transition to create a digital transformation roadmap.

The first group started the programme in April 2021.

**A digital transformation journey empowering you to apply the newly gained knowledge, methods and tools in real life**

## The Faculty



**Prof. Carlos Osorio**  
University of Desarrollo & Yuken Impact Research Lab, Chile  
Innovation Strategy



**Prof. Joe Peppard**  
MIT Sloan, USA, on leave of absence  
Digital Transformation



**Aad JCM van Vliet**  
Founding partner and Global Lead of Avvartes Partners GmbH, Switzerland



*"During the programme, we worked with relevant expert insights and case studies, a number of practical tools any business could use, new acquaintances, and - a whole lot of inspiration! The 'big picture' turned into a much bigger one, with fresh ideas and a more solid understanding of how to best put them into action."*

**Aušra Miltenytė**  
Digital Transformation & Innovation Director, PwC Lithuania

# Lead to Impact: 3 Pillars for a Result-driven Company

Successful executives should know themselves well, choose appropriate styles to lead and coach their teams depending on the situation, work effectively with diverse types of business counterparts, and excel in financial skills to generate value.

This 3-module programme includes 3 main pillars which are required for any successful leader nowadays.

**The 3 pillars of leadership, impactful negotiations and corporate finance are approached as a process that enables managers to develop the skills to:**

- Reach the best agreements in the process of negotiating with diverse stakeholders: business partners, boards, teams and others
- Be capable of reading financial data to make financially sound and commercially viable decisions
- Lead effectively in their current roles and throughout their careers

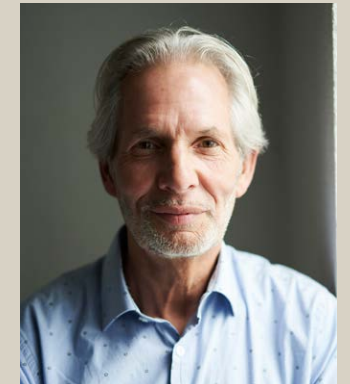
## The Faculty



**Keld Jensen**  
Thunderbird School of  
Global Management, USA  
Impactful Negotiations



**Prof. Gloria Batllori**  
ESADE Business School,  
Spain  
Corporate Finance



**Aad JCM van Vliet**  
Founding partner and  
Global Lead of Avvartes  
Partners GmbH,  
Switzerland



*"Keld Jensen is a high-level trainer. I appreciate his smart and eco negotiation methods. His experience is inspiring and gives driving power for real life. My favourite part of the training was the very practical: live negotiation situation, video recording of it and analysis using the methods presented in the course. Very useful."*

**Vaida Joneikienė**  
COO,  
ACC Distribution



# BMI Presents Overview of Events in 2021

Throughout the year  
BMI Executive Institute  
offered numerous live  
and online events.

## Live Events

**24 June, Brussels**

**SUMMER APÉRO** with Prof. Andrés Cuneo, a professor of Marketing at ESADE Business School, lecturer at BMI



**8 September, Vilnius**

**LOYALTY IN TURBULENT TIMES. HOW TO ENGAGE WITH TALENT TO EARN THEIR LOYALTY?**

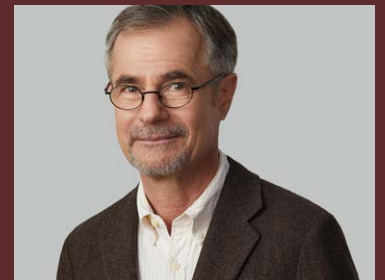
with Aad JCM van Vliet, lecturer at BMI and founder and partner at Avvartes



**9 September, Brussels**

**BMI MASTERCLASS: CORPORATE STRATEGY**

with Prof. Pierre Dussauge, a professor at HEC Paris, lecturer at BMI



**16 September, Vilnius**

**BACK-TO-SCHOOL BBQ: Marketing Masterclass** with Prof. Andrés Cuneo, a professor of Marketing at ESADE Business School, lecturer at BMI





**18 September, Amsterdam**  
**RETHINKING LEADERSHIP. NEW OR OLD NORMAL**  
 – Benelux Baltics in Business conference where BMI lecturer **Aad JCM van Vliet** delivered the keynote speech on “Leading beyond boundaries”.



**30 September, Brussels**  
**BACK-TO-SCHOOL APÉRO** with **Amy Carroll**, a professional speaker, trainer, certified coach, writer, and radio host



**25 November**  
**PANEL DISCUSSION: THE BEST WAY TO INNOVATE – DIY OR BUY OUT?** – a hybrid panel discussion with **Kristjan Raude**, Board Member at EstBAN, Chief Growth Officer at Funderbeam (Estonia), **Stanislav Ivanov**, Founding Partner at Tera Ventures (Estonia), **Povilas Poderskis**, COO at Nord Security, part of TESONET Group, (Lithuania), **Marijus Kalesinskas**, Advisor and Partner at GENUS Family Office (Lithuania), moderated by **Sandra Golbreich** CEO and Co-founder of BalticSandbox accelerator



## Online Events

**14 January** | Webinar

**LEADERSHIP DURING THE STORM: A REAL-LIFE (TEAM MANAGEMENT) STORY** – a motivational webinar with a professional sailor **Rokas Milevičius**



**19 January** | Panel discussion

**TRANSITIONING YOUR CAREER: FROM EXPERT TO LEADER** – a panel discussion and real stories for those thinking about making this exciting journey with International EMBA alumni **Jurgita Lemešiūtė**, Managing Partner at People Link, **Amina Laanan**, Head of Manufacturing at GSK, and **Marcelo Godinho**, Head of OEM Digital Solutions, Europe, Middle East, Africa & India at Bridgestone EMIA



**26 January** | Panel discussion

**YOUNG LEADERS: CHALLENGES, OPPORTUNITIES AND THE FUTURE OF LEADERSHIP** – an online discussion with **Tsvetelina Penkova**, MEP, S&D/ EU40, **Franc Bogovič**, MEP, EPP group and **Aad JCM van Vliet**, lecturer at BMI Executive Institute



**4 February** | Webinar

**LEADERSHIP FROM THE BATTLEFIELD: A SOLDIER’S STORY** – a webinar with Joseph McMahon and Mark Moutarde, former soldiers and successful businessmen





**4 March** | Online discussion  
**WOMEN IN LEADERSHIP: CHALLENGES AND OPPORTUNITIES** – an online discussion with **Daria Nashat**, Co-Founder “Women in Politics”, Gender-balanced leadership, Community-builder, Mother with a vision, Speaker & facilitator, **Florence Bindelle**, Secretary General at EuropeanIssuers, LSM alumna, and **Algis Davidavičius**, sociologist, lecturer at Vytautas Magnus university



**30 March** | Webinar  
**FROM CSR 1.0 TO CSR 4.0: CREATING PROFITABLE BUSINESS MODELS WITH SOCIAL AND ECOLOGICAL IMPACT** – an interactive webinar with **Florian Hoos**, HEC Paris professor and BMI Executive Institute lecturer



**22 April** | Webinar  
**PERFORMING LEADERSHIP: WHAT BUSINESS LEADERS CAN LEARN FROM CONDUCTORS?** – a motivational webinar with **Bernhard Kerres**, a former opera singer, C-level executive of a multi-million Euro tech companies



**29 April** | Webinar  
**AGILE MARKETING: IMPROVE COMPANY'S EFFICIENCY, TEAM MOTIVATION AND CUSTOMER SATISFACTION** - a webinar with **Christophe Martinot**, an accomplished marketer and convinced Agile marketing promoter



**21 May** | Webinar  
**COUNTRIES AND INDUSTRIES OF THE FUTURE: WHO WILL RULE THE POST CRISIS WORLD?** – a webinar with **Josep Ma More**, a professor of Finance and Governance programmes, MDE Business School and Barcelona Chamber of Commerce, lecturer at BMI Executive Institute



**3 June** | Webinar  
**STRATEGIC BUSINESS NEGOTIATION: BEHAVIOUR AND GENDER FACTORS** – an interactive webinar with **Mira Vasic**, a female leadership and gender-diversity expert



**18 November** | Webinar  
**MANAGEMENT AND CONTROL OF A RAPIDLY GROWING STARTUP. THE SLEEP COMPANY CASE** – an interactive webinar with **Prof. Dr. Joachim Sandt**, a professor of Performance Measurement and Management Control at Frankfurt University of Applied Sciences and visiting professor at BMI Executive Institute



## International Alumni Events

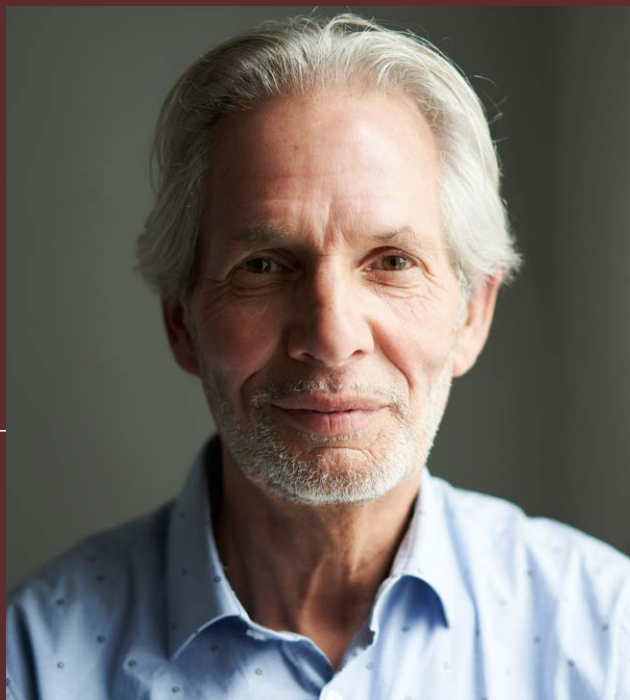
**25 March** | Online event  
**NO ONE IS IMMUNE TO A CRISIS: HOW TO SURVIVE THE WORST CRISIS AND INCREASE YOUR BRAND VALUE AND REPUTATION** – an online webinar with **Natasha Konstantinova**, a towering figure in the world of corporate communications, media, crisis management, and global reputation science



**25 October** | Online event  
**GET READY: PREPARE YOUR STARTUP FOR INVESTOR VALUATION** – an event with **Prof. Gloria Batllori**, a professor of finance at ESADE Business School, lecturer at BMI Executive Institute



# Employee Loyalty: How Leadership Can Help Retain Talent



Employers are challenged these days not just to find new employees but even just to keep those they have. The role of leaders in companies is becoming ever more important.

Aad JCM van Vliet, a lecturer at BMI Executive Institute and founder and partner at Avvartes, spoke about leadership in relation to employee engagement and retention.

**Aad JCM van Vliet**  
Lecturer at BMI  
Executive Institute,  
founder and partner at  
Avvartes



## Uniting for a meaningful purpose

In the field of HR, companies today face many challenges. New generations are joining the labour market, with their own priorities and expectations. Aad JCM van Vliet notes that we will soon have representatives of five different generations interacting in the workplace. Moreover, the pandemic has caused or sped up a transformation of the world of work.

Leaders are greatly needed in the current reality who can ensure employee engagement, satisfaction and loyalty: “Today you can’t buy employee loyalty with money. Loyalty is achieved, above all, by offering a meaningful goal, an idea employees can identify with and to which they would like to dedicate their time and effort. A meaningful goal improves employee engagement and, at the same time, company results,” Mr van Vliet says.

The need is for leaders who can bring employees together for a common purpose and provide meaning while identifying people’s strengths and helping develop them.

## Opportunities for continual growth

According to the BMI expert, when the younger generations assess employers, the focus on criteria such as honesty, equal pay and career opportunities, opportunities for continual growth and development, psychological health and flexibility.

Company leaders need to foster both their own and their team’s strengths, highlighting them so as to bring people together for

a common goal. Employees, meanwhile, expect an employer to provide opportunities and conditions for continuous growth.

“The paradigm of continuous learning brings many advantages to a modern organization. The growth-oriented mindset is based on an assumption that it is always possible to learn new things, develop new skills and expertise, advance another step in one’s personal and professional development,” Aad JCM van Vliet notes.

## Use of coaching and mentoring

In creating the conditions for an organization to develop, Mr van Vliet believes it makes sense to use coaching and mentoring practices. Coaching helps employees learn to adapt to an ever-changing work environment and get helpful advice and support. That helps reveal an employee’s full potential.

Mentoring, meanwhile, can speed up the learning process and help employees bring out their strengths.

“Research shows that mentoring brings tangible benefits to a company. For example, a survey Deloitte conducted in 2016 found that 68% of employees with mentors planned to stay in their organization for more than 5 years, while only 32% of those without mentors linked their long-term future to their current workplace,” the lecturer and consultant says.

He adds the increasing popularity of reverse mentoring, where newcomers to a company share their insights and experience with



‘old-timers’. That brings fresh ideas into the organization and helps older employees make friends with the latest technologies faster.

#### **Focus on people’s mental health**

Aad JCM van Vliet stresses the importance of leadership in areas like work-life balance, flexibility and mental health. That has become even more relevant during the pandemic when many companies started working remotely or introduced a hybrid work model.

“Today’s leader must be able to notice anxiety or tension on a team, signs of employee burnout, and identify their possible sources. To that end, leaders should seek to develop their emotional intelligence and get a better grasp of how the brain functions, what drives employee motivation and engagement. They should promote a listening culture and create a working environment conducive to psychological health,” the expert stresses.

He says emotional intelligence and good self-awareness are often more important for managers than high IQ, since only someone who can manage themselves is able to lead others forward.

He adds that only mature leadership and a clear vision of employees’ needs can allow us to expect employees to be loyal and engaged. In times like these of uncertainty, constant change and need for rapid adaptation, that is a condition for companies to retain and develop the talent they need and thus their competitiveness.

**...only mature leadership and a clear vision of employees’ needs can allow us to expect employees to be loyal and engaged.**

“





Alumni

# BMI Alumni Association Year in Review

## Partners



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## January

### FLOW HACKING WITH REMIGIJUS SAVICKAS Online meeting, January 12

Nearly 40 BMI Alumni met up virtually with Remigijus Savickas for a lively discussion on FLOW HACKING. Remigijus shared some secrets about how to hack the FLOW state in daily life and what are the benefits of it.

Participants discussed what brings them into the FLOW state. Although some of these activities were not available during quarantine, with some creativity & patience FLOW still can be reached.



## February

### LITHUANIAN ARMED FORCES STRATEGIC COMMUNICATION INSIGHTS Online discussion, February 2

The COVID-19 pandemic brought significant changes to the lives of many of us, dramatically changing the information space around the world. It not only led to a sharp increase in pandemic news, but also to an increase in the flow of disinformation and false information. Information incidents are reported in Lithuania on a daily basis, aimed at undermining the Lithuanian state, EU and NATO membership, inciting people to take part in protests, not wear masks and not follow the rules for protection against coronavirus established during quarantine.

### THE DIGITAL WORLD – HOW TO MANAGE IT INSTEAD OF BEING MANAGED BY IT Online lecture, February 24

Did you know that in the U.S. more than 50% of the population has admitted to being addicted to the screen. These numbers far outweigh their addiction to binge eating, smoking or alcohol!

Algė Jablonskienė, a psychologist and a certified conscious digital skills coach, organizational development consultant, training manager and BMI EMBA VI Alumna



Analysts of the Strategic Communication Department of the Lithuanian Armed Forces, who constantly monitor the information space, provided their analyses and insights to the top decision-makers in the country. Major Gintautas Ciunis, Chief Specialist of Military Public Relations of the Strategic Communication Department of the Lithuanian Armed Forces, also interacted with the BMI alumni community.





helped us to assess whether we are already addicted to the screen.

During the meeting, together with Alge, we discussed how the digital world affected our emotions and mental abilities, and heard practical advice on how to reduce the time spent on phones or social networks.

## May

### ADVENTURE TO VERKIAI REGIONAL PARK May 9

The sunny Sunday of May 9th marked the beginning of offline BMI Alumni events' season this year. More than 30 members of BMI Alumni gathered for an adventure that took them to Verkiai regional park.

Several hours of hiking through the forest, squashy riversides, and sunny meadows was a perfect opportunity to get to know fellow alumni, enjoy networking and spend time with friends outside.

Event organizers took care of dozens of tasks that made this march an entertaining event. They say Thank You to Volfas Engelman for their products, which provided participants with a surprise treasure at the end of the hike. We believe that a new tradition of hikes was born. So now you can look ahead not only to the summer event and tennis tournament but also to a hiking adventure like this.



## June

### BMI ALUMNI GALA DINNER AND AWARDS 2021 June 9

Graduates of the BMI International EMBA were in a great mood as they met to interact and honour achievements at the 2021 BMI Alumni Awards and Gala Party.

The highlight of the evening was the presentation of these BMI Alumni awards:

CAREER OF THE YEAR –  
**Renata Timoščik**, EMBA XV

ENTREPRENEUR OF THE YEAR –  
**Tadas Karkalas**, EMBA X,  
**Darius Jasinskis**, EMBA VII,  
**Laurynas Pacenka** (future BMI EMBA graduate) (FSQUARE).

PROJECT OF THE YEAR –  
**Aurimas Zimnickas**, EMBA XVI and  
**Darius Budzinauskas**, EMBA XVI (Plus Plus Plus).

BMI ALUMNI PARTNERSHIP OF THE YEAR –  
**Andrius Bagdonavičius**, EMBA XX,  
**Mindaugas Petronis**, EMBA XX (Hector Team)

Great thanks to the sponsors of the 2021 BMI Alumni Gala event: Volfas Engelman, Hector Team, BTA Baltic Insurance Company Lietuvos filialas and People Link.





## August

### BMI SUMMER ADVENTURE August 29

A traditional event that has been going on for many years. Traditionally organized by last year's winners - Gediminas Judzentas and Robertas Čepaitis.

Last year's theme was sustainability, ecology and the green economy, so the contestants took part in the competition with electric cars: a Jaguar and a BMW "borrowed" for the event.

After almost 4 hours of competition around Vilnius, during which the participants got to know each other and got acquainted or reacquainted with Vilnius' green solutions - from biofuel boiler houses to drinking water stations or solar-powered road signs, which we didn't even pay attention to before - the race finished in one of the factories of the sponsor, the organic food producer Auga Group, where participants also tasted their products.

As always, Wolf Engelman sponsored with their drinks.

Giedrius Martusevičius and his daughter won the competition, so they took over the transitional prize and the honour to organise the Summer Adventure next year.



## November

### BMI ALUMNI VS ISM ALUMNI TENNIS TOURNAMENT November 20

The most exciting and passionate ISM and BMI tennis players stormed the tennis arena! The struggle between the alumni of the two schools' executives programs was tense, fierce, and there was excitement.

The participants of the event had a great opportunity to demonstrate their professionalism and mastery on the tennis courts, to get acquainted, to communicate about both sports and business, and most importantly - to have a good time.



## December

### BMI ALUMNI REUNION AT PLUS PLUS PLUS December 16

The BMI Alumni Reunion is already becoming a traditional year-end event. This time with an accent of orange, the new colour of BMI.





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