



BUSINESS SCHOOL LAUSANNE

COMMUNICATION ON ENGAGEMENT **UN Global compact**

October 2015

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AT A GLANCE

Business School Lausanne



Business School Lausanne (BSL) is a leading innovator in business education and ranks 3rd in Switzerland (QS 2014-15 Top 200 Global Business Schools).

The school's ACBSP accredited degree programs include BBA, Masters, full-time modular MBA, Executive MBA and DBA programs. BSL also provides Executive Training in General Management, Corporate Finance (with preparation for the CFA Level I examination), and Sustainable Business (in collaboration with the University of St. Gallen). BSL takes a pragmatic approach to learning by applying theory to practice and is backed by a multidisciplinary faculty of business professionals. BSL attracts students from around the world, creating a multicultural environment of more than 60 nationalities. Established in 1987, BSL is the co-founder of the 50+20 initiative on Management Education for the World (www.50plus20.org) in partnership with the Globally Responsible Leadership Initiative (www.grli.org) and the Principles of Responsible Management Education (U.N. backed PRME).

“The school is a perfect example of producing world-class graduates. Unlike many universities, BSL is an enriching experience not only in terms of generating knowledge, but also in shaping who you become and how you build your future.” -

Rishab Thakrar,
Master's Student
2012



HISTORY

of Business School Lausanne



- 1987: Foundation by Dr. John Hobbs
- 1996: Award of accreditation by ACBSP (Accreditation Council for Business Schools and Programs) for BBA and MBA programs
- 1996: Launch of the Executive MBA program
- 1997: BSL becomes member of the Lemania Group of Schools
- 2004: ISO 9001 Certification
- 2006: Reaffirmation of ACBSP accreditation for BBA, MBA and DBA
- 2006: Commitment to UN Global Compact ten principles
- 2008: Appointment of Dr. Katrin Muff as Dean
- 2008: Membership of Delta Mu Delta
- 2009: BSL restructures the MBA programs, begins online collaboration with Harvard Business Publishing, offers seminars for business professionals
- 2009: BSL's MBA program is ranked 40 among top European Business Schools
- 2010: BSL becomes a member of EFMD (European Foundation for Management Development)
- 2010: BSL launches new Master's programs
- 2010: BSL joins PRME
- 2011: In collaboration with the University of St. Gallen, BSL launches a post-graduate Diploma program in Sustainable Business
- 2012: Restructuring of the BBA program to include sustainability in each module
- 2012: BSL is elected to the Swiss business school in the exclusive business school network of the Kofi Annan Business School Foundation
- 2012: Award of accreditation by ACBSP for Master's programs
- 2014: BSL goes through the evaluation process of Gemeinwohlökonomie (Economy for the Common Good)
- 2014: BSL becomes B-Corp representative for Switzerland
- 2014: BSL becomes partner of Swiss Sustainable Finance
- 2015: BSL adopts Holacracy as an advanced organizational form of distributed power and self-organization
- 2015: BSL launches the BSL Platform for Business and Human Rights

Business School Lausanne became the first business school in Europe to have its programs accredited by the Accreditation Council for Business Schools and Programs (ACBSP) in 1996.

COMMITMENT

to the 10 principles of UN Global Compact



In 2006 Business School Lausanne decided to join the UN Global Compact, a program launched a few years earlier by Mr. Kofi Annan, the then Secretary General of the United Nations. The UN Global Compact aims to promote through ten principles the respect for human rights, fair labor regulations, the preservation of the environment and the fight against bribery worldwide. I strongly felt that such a program deserved to be supported. I also thought that the idea of asking for commitment from companies would help accelerate the work done on a governmental level in different international organizations or inside the different countries.

In November 2010, BSL decided to also become a member of PRME (Principles of Responsible Management Education).

These two affiliations were chosen, among others, because BSL has always been aware of the important role education can and should play in developing future responsible leaders, in helping businesses to become more sustainable and in engaging in the public social debate.

A lot of concrete actions related to the ten principles of UN Global Compact have already been accomplished – full explanation follows in this report. Obviously, as an educational institution, the biggest impact we can have is in educating future responsible leaders who are able to understand the key challenges faced by our planet and its people and are able to implement through their leadership and communication skills the necessary changes to create a sustainable environment, where future generations can thrive.

For this reason this report strongly focuses on our teaching activities.



The biggest impact we can have is in educating future responsible leaders who are able to understand the key challenges faced by our planet and its people and are able to implement through their leadership and communication skills the necessary changes to create a sustainable environment, where future generations can thrive.

Philippe Du Pasquier

President & Managing Director

NEW VISION, MISSION AND VALUES



To better fit with the commitment of BSL with UN Global Compact ten principles, we have redefined our vision, mission and values, and we have integrated sustainability in each module of our different programs.

1. DEVELOPMENT OF A NEW VISION

BSL's purpose is to become a role model for business schools according to the vision developed by 50+20 (www.50plus20.org).

Here is our vision:

“Over the past decade, claims that business is increasingly focused on maximizing profits for its shareholders at the expense of society and our planet have ignited a debate about the purpose of business in the global context. At the same time, it has become increasingly clear that business innovation can and should become a key driver to build the kind of a world we envision for our grandchildren. For this, globally responsible leaders are not only needed in business, but in organizations of any kind. For this, we need a visionary and transformative business education.

As a leading innovator in business education, we continuously re-invent and transform ourselves to embrace our commitment to provide management education for the world. Educating globally responsible leaders, enabling companies to serve the common good, and engaging in the transformation of business and the economy, are the three key roles of “management education for the world” (www.50plus20.org). The business school thus becomes an open space – a collaboratory – where students, researchers and stakeholders work side-by-side on resolving obstacles towards a socially just and environmentally sustainable world.”

As a leading
innovator in business
education, we
continuously re-
invent and transform
ourselves

NEW VISION, MISSION AND VALUES *continued*

2. DEVELOPMENT OF A NEW MISSION

To better integrate the concern for sustainability at the core of all our activities, we felt we had to redefine our mission, which is now better aligned and reflects our purpose in a consistent way. This work was done in a collaborative way with most stakeholders of BSL: administrative staff, faculty, students and partners.

We have expanded beyond education to help organizations to become more sustainable: This is reflected in our new mission: “To provide a learning platform that enables individuals and organizations to thrive by co-creating viable business solutions for our planet and its people”. This mission has emerged as a result of many seeds planted in BSL over the past years and continues to develop and evolve in the new commitments and projects that each and every stakeholder of BSL generates, contributes to and engages in. As the story of our vision continues to grow, so will additional elements contribute to reshaping BSL. The intention, behavior and actions of all of us represent the emerging story of who we, the BSL community, are becoming.

Enabling business to become a powerful driving force to create a world where everybody “lives well and within the limits of the planet” (WBCSD) is the single biggest educational challenge for business schools in the coming decades. At Business School Lausanne, we take on this transformational challenge to develop the capabilities of our students to be future generators of sustainable value for business and society by building our multi-dimensional approach to education on three cornerstones: responsibility, sustainability and entrepreneurship.

RESPONSIBILITY: We reflect on and embrace our responsibility as individuals for both society and the business community we serve, which includes questioning the way business has been considered traditionally so that we may achieve our collective societal mission.

SUSTAINABILITY: We explore all reasonable means by which organizations not only profitably reverse their footprint, reduce societal distress and avoid the depletion of our planet’s resources, but indeed provide a positive contribution to the environment and society, now and in future.

ENTREPRENEURSHIP: We take courage in enterprising new and provocative ideas that, small or large, lead us closer to achieving our mission. As such, we engage in replacing the quest of maximizing monetary value with a balanced view of creating social, environmental and economic value that matters.

3. DEVELOPMENT OF NEW VALUES

1. Alignment of our values

BSL has amended its existing six values to better fit our engagement. Our six values support our three cornerstones and allow us to measure our intentions, behavior and actions. These commonly developed values have been guiding the collaboration among all our stakeholders – from students to professors and administrative staff, as well as our business partners, parents and friends of our students, our suppliers and partners in society. Our new students are exposed to these values in an interactive and engaging way during the Welcome Days in September and in February (which are our two entry dates). A newly developed two-hour seminar is specifically dedicated to the explanation and discussion of these values. At the end of the session, the students and faculty sign a document where they commit themselves to respect and live these values. These documents are posted in the building, in an area where everybody can see them.

NEW VISION, MISSION AND VALUES *continued*

2. Integrating the values into our daily practices with students and faculty

In our Faculty Meetings, which take place at the beginning of each term (four times a year), we regularly talk about our values and the way to implement them in our teaching and in our other daily activities.



Our values are:

1. Professional Engagement
2. Solution-oriented Partnership
3. A Force for Good
4. Lifelong Learning
5. Collaborative Innovation
6. Courageous Leadership

Appendix 1 shows how our values appear in our website and in all our communication.

INTEGRATION OF SUSTAINABILITY AND RESPONSIBILITY INTO ALL OF OUR BUSINESS PROGRAMS



The future responsible leaders we want our graduates to become need to develop a variety of skills and competencies to be able to bring the required changes in the way of doing business.

These include a global, holistic, long-term and visionary perspective, which will allow students to question the current dominant business paradigm, such as the exclusive focus on shareholder value. As important as this ability to see the big picture is, the capacity to drive change, to motivate people and to align all efforts of a company towards new goals, is a result of awareness among students and future leaders of the skills they will need. These are mostly soft skills which can only be developed if regularly practiced during students' studies. These soft skills are necessary to allow our students to implement their learning in their future companies thus enabling them to become change leaders.

To achieve this goal, we have:

- Introduced new modules at BSL such as Effective Self-Management or Solving Big Problems in the BBA program, Strategic and Systemic Thinking in the Master's program or Solving Big Sustainability Challenges in the MBA program
- Completed the restructuring of all our programs, with the integration of an element of sustainability in each module. Sustainability and Responsibility are now an integral part of each single syllabus
- In the last two years we hired 50 new part-time based professors sharing our values and our deep concern for sustainability.

Our concern for sustainability and responsibility is reflected in the selection of the recipients of our Doctor honoris causa degrees.

- 2013: **Dr. Luc Hoffmann**, in recognition of exceptional contribution to the global conservation of nature and biodiversity
- 2013: **Polly Higgins**, in recognition of a visionary international legal breakthrough for the environment
- 2014: **Paul Polman**, in recognition of his exceptional contribution to putting sustainability at the core of the corporate world
- 2014: **Kate Robertson**, in recognition of her exceptional contribution to uniting young responsible leaders worldwide
- 2015: **Mary Robinson**, in recognition for her continuous engagement in favour of human rights and a better world for everybody.

PRINCIPLES 1 & 2: HUMAN RIGHTS



Business should support and respect the protection of internationally proclaimed human rights; and make sure that they are not complicit in human rights abuses.

BSL is active in Switzerland, a country where human rights are largely respected.

A large number of BSL students come from the four corners of the world; some of them from countries where human rights may be violated.

In today's globalized world, everybody should be aware of human rights issues, particularly in relation to complex global supply chains.

To sensitize our students to these issues, in addition to dealing with them in our different teaching modules, BSL has organized several special events:

In November 2013, Sarah Dolton-Zborowski, Director of Human Rights for PVH (Calvin Klein, Tommy Hilfiger), one of the largest global apparel companies, spoke to the MBA and Masters students during Prof. Nick Blake's Supply Chain Management class.

Dolton-Zborowski, who works as a human rights lawyer, helped students to understand the complexity of doing business in an increasingly globalized world. She discussed the different understandings of Business and Human Rights from company to company, the real meaning of philanthropy and philanthropic works by organizations, and how to embed CSR and explanations of the Business and Human rights movement into companies. Sarah concluded her talk by using two case studies to illustrate the importance of integrated thinking.

The importance of controlling the supply chain was at the heart of a company visit to [Switcher](#) on April 28, 2014. BSL master's students visited Swiss textile company Switcher at their premises in Lausanne. The company has made a name for itself as an organisation with a new approach to social and environmental responsibility. For Switcher, the traceability of products is extremely important. The "[respect-code](#)" platform provides detailed information on the environmental and social aspects of the production chain: under this scheme, products are given a Respect Code and this can be entered on the website.

More information about BSL's company visit at Switcher is available on the [BSL blog](#).

On September 2015, BSL launched the BSL Platform for Business and Human Rights with the collaboration of several stakeholders from government, the corporate world and NGOs. More detail on this big step in BSL's commitment to UNGC principles as well as the list of Advisory Board members can be found in Appendix 2.

PRINCIPLES 3,4,5 & 6: LABOUR STANDARDS



Business should uphold the freedom of association and the effective recognition of the right to collective bargaining; the elimination of all forms of forced and compulsory labour; the effective abolition of child labour; and the elimination of discrimination in respect of employment and occupation

As a member of AVDEP (Association Vaudoise des Ecoles Privées), BSL complies with a collective contract (Convention Collective de Travail) valid for all BSL professors. In this way, it is in compliance with Principle 3. All BSL employees enjoy good working conditions and salaries, according to the standards of an SME in Canton de Vaud. Empowerment is in force and development of employees is a permanent concern of the management. This resulted in the adoption of Holacracy on September 30, 2015. Holacracy is a distributed power hierarchy for organizations with a wish to self-organize and develop in the best interest of the purpose of the organizations. It can also be defined as the practice of processing tensions into meaningful change.

Principles 4 and 5 are not real issues in the Swiss labor market. As most of our suppliers are Swiss or European companies, it is not a major issue for us, even indirectly. Regarding principle 6, BSL refrains from any discrimination with respect to employment and occupation and pays equal salaries to male and female employees.

To sensitize our students to these issues, BSL organized several events over the last years on this topic.

In April 2014, BSL hosted a workshop on **Stereotypes and Gender Equality** in the business context. Representatives of the SEM (Succès Egalité Mixité) association in Neuchâtel engaged BSL students in an open discussion on the various stereotypes and their historical background which still have an influence on managing companies today.

In December 2014, Eleanor Tabi Heller-Jorden, President and CEO of The Paradigm Forum GmbH, gave a guest talk on the importance of **Gender Diversity**.

PRINCIPLES 7,8 & 9: ENVIRONMENT



Business should support a precautionary approach to environmental challenges; undertake initiatives to promote greater environmental responsibility; and encourage the development and diffusion of environmentally friendly technologies

As an educational institution, BSL does not have a strong impact on the environment as it is not an industrial company.

Nevertheless, sustainable development has always been a concern for BSL and we have implanted this in different ways:

- Preference is given to local suppliers (diminishing the “grey” energy consumption)
- Separation of recyclable materials: paper, glass, aluminium, toners, etc.
- CFF half-price ticket is offered for management and employees for travelling, encouraging them to use public transportation
- Use of FSC paper for stationary and photocopies
- Shift to electronic treatment of enquiries, reducing the number of brochures printed and suppressing their postage
- Installation of water fountains, eliminating the usage of bottled mineral water
- Distribution of individual bottles to students and other stakeholders, eliminating the usage of plastic cups.

To sensitize students and other stakeholders to the limits of the planet, we started two years ago to ask all our stakeholders to measure their carbon footprint on an annual basis.

Several events were organized in relation to the environment:

On 6 May 2014, a one-day event *Reducing Consumer Food Waste* in Switzerland was organized by a group of students of Business School Lausanne (BSL) at the IUCN Conservation Centre in Gland. Unlike a typical conference, the event was hosted as a “collaboratory” (see www.50plus20.org) - an open-space method designed to generate innovative solutions to transdisciplinary problems such as food waste. Dr. Katrin Muff, Dean of BSL, enabled the multi-stakeholder dialogue for the group of 40 concerned stakeholders representing the food industry, business, civil society, academia and research.

On April 29, 2015, a debate on sustainable water management brought together experts, practitioners and academics from different backgrounds to BSL. The aim of the debate, organized jointly by BSL and Waterlex, was to provide a platform for different viewpoints and to establish an open and constructive dialogue. See Appendix 3.

PRINCIPLE 10: ANTI-CORRUPTION



Business should work against corruption in all its forms, including extortion and bribery

Principle 10 is not a major issue in Switzerland; nevertheless BSL upholds a strict set of values and measures in its students' management to ensure just treatment and avoidance of any corruptive behavior.

Business School Lausanne hosted an event for students, staff, faculty and members of the public on **Tuesday, 8th April 2014, at 18h30**. The discussion looked at corruption and its impact on business, nationally and internationally.

Speakers at this event included **Jean- Pierre Méan**, President of Transparency International Switzerland, **Laura Spinney**, Journalist, **Nicolas Rouiller**, Law Professor Business School Lausanne, **Jim Jackson**, Executive Office Director at Medair, and **Pav Akhtar**, Director for Professionals and Managers at UNI, the global trade union federation representing 20 million private sector workers in 150 countries.

The event was moderated by BSL's Dean, Dr. Katrin Muff, in the format of an open-space "collaboratory", engaging all participants in a collaborative and creative process of sharing thoughts on the topic of corruption and business. The audience and the attending experts were involved in envisioning what the world could be without corruption.



APPENDIX 1: BSL VALUES



PROFESSIONAL ENGAGEMENT

We are prepared and on time. We honor our agreements. We deliver high quality work. We pursue highest ethical standards in everything we do. We inspire others to do the same.

SOLUTION-ORIENTED PARTNERSHIP

We create an environment of trust and respect. We are flexible. We listen and respond with solution-oriented ideas and actions. No matter what happens, we ask: what is my role in this and what can I do now?

A FORCE FOR GOOD

We care for the world we live in. We are free-thinking and authentic. We recognize business as force for a sustainable and socially just world. We seek to balance economic, societal and environmental concerns.

LIFELONG LEARNING

We welcome discovery and change. We help each other grow. We are willing to change our thinking and behavior. We transform differences of opinion into a source for growth.

COLLABORATIVE INNOVATION

We collaborate to make new things happen. We build on diversity of thought, culture and approach. We shape the future by asking why, what for and why not. We overcome difficulties and challenges.

COURAGEOUS LEADERSHIP

We dare to do what we believe is right. Together, we work towards common goals. We highlight the contribution of others. We encourage each other to think differently and take the risk of making mistakes.

APPENDIX 2: BSL PLATFORM FOR BUSINESS AND HUMAN RIGHTS



Sep 27, 2015

Lausanne, Switzerland, 27 September 2015 – Business School Lausanne (BSL) unveiled the launch of a new Platform for Business and Human Rights during its annual Business-for-Society Forum held on Saturday 26 September at the Beau-Rivage Palace in Lausanne. The Platform aims to enable and advance the integration of human rights in business school studies, foster thought leadership and carry out relevant research. Backed by leaders of 15 multinational businesses and NGOs, the Platform hopes to be an example for educational institutions globally.

The Advisory Board of the BSL Platform for Business and Human Rights includes senior leaders from Unilever, ABB, IKEA Switzerland, UNICEF, WaterLex, the Institute for Human Rights and Business, Amnesty International, Transparency International, The Forest Trust, Equiception, Lundin Petroleum, The Swiss Department of Foreign Affairs, The United Food and Commercial Workers International Union (UFCW), UNI Global Union, and The Paradigm Forum. Endorsed by Mary Robinson, former UN High Commissioner for Human Rights, the Platform is initially set up and funded by Business School Lausanne and operates under the umbrella of its People and Planet Hub.

The Platform seeks to help business students and the business world advance in their understanding and respect for human rights. “Our aim is to raise awareness of the importance and implications of the vital human rights issues that affect society and business today,” said Mary Mayenfisch-Tobin, experienced lawyer and solicitor and the driving force behind this initiative at Business School Lausanne. “We believe that deepening the understanding of the public and future business leaders will lead to changes in behavior, changes that will be beneficial for society as a whole.”

The announcement of the BSL Platform for Business and Human Rights was made in the presence of 500 stakeholders from more than 40 countries who attended the BSL Business for Society Forum on September 26. Moderated by journalist Tony Johnston, the forum provided the participating panelists, Christine Batruch, Vice President Corporate Responsibility, Lundin Petroleum, Michael Bride, Deputy Director, United Food Commercial Workers, U.S. & Canada, and Ron Popper, Head of Corporate Responsibility, ABB, an opportunity to share their perspective on key human rights challenges the world is facing today. The panelists also made recommendations on how Business School Lausanne could engage in overcoming these challenges as a learning hub for students of 60 nationalities.

The BSL Platform for Business and Human Rights will serve as a meeting ground for discussions about vital human rights issues with business leaders, civil society, governments and the general public. Such debates aim to shed light on complex problems which require a multi-stakeholder dialogue to identify viable solutions. “Often issues that are crucial to our planet and its people are inadequately discussed in educational institutions, in media, and in our society today and we intend to bridge this gap with the help of our new Platform,” said Dr. Katrin Muff, Dean of Business School Lausanne.

APPENDIX 2 (continued): BSL PLATFORM FOR BUSINESS AND HUMAN RIGHTS



BSL Platform for Business and Human Rights Advisory Board

The Advisory Board provides guidance and helps to ensure the independence and objectivity of the Center.

Here are the carefully selected members of our Advisory Board:

- Christine Batruch, Vice President Corporate Responsibility, Lundin Petroleum
- Alke Boessiger, Head of UNI Commerce, UNI Global Union
- Michael Bride, Deputy Organizing Director for Global Strategies, UFCW, USA/Canada
- Jean-Benoît Charrin, CEO, Waterlex
- Andres Franco, Deputy Director Private Sector Engagement, UNICEF
- Daniele Gosteli-Hauser, Head of Business and Human Rights, Amnesty International, Switzerland
- Tabi Haller-Jorden, CEO, The Paradigm Forum GmbH
- Aurret van Heerden, Founder, Equiception
- Scott Jerbi, Senior Advisor, Policy & Outreach, Institute for Human Rights and Business
- Marcela Manubens, Global Vice President for Social Impact, Unilever
- Jean-Pierre Méan, Member of Advisory Board, Transparency International, Switzerland
- Corinna Morrissey, Human Rights Policy Officer, Swiss DFA
- Ron Popper, Head of Corporate Responsibility, ABB
- Scott Poynton, Founder, The Forest Trust
- Simona Scarpaleggio, CEO, IKEA Switzerland

APPENDIX 3: DEBATE ON SUSTAINABLE WATER MANAGEMENT



BSL hosts public debate on sustainable water management

Apr 30, 2015

A debate on sustainable water management brought together experts, practitioners and academics of different backgrounds at BSL yesterday, April 29. The aim of debate, organized jointly by BSL and Waterlex, was to provide a platform for different viewpoints and establish an open and constructive dialogue.

Unlike a typical conference, the event was hosted as a “collaboratory” – an open-space method designed to generate innovative solutions to transdisciplinary problems such as reducing water usage. Dr. Katrin Muff, Dean of BSL, facilitated the multi-stakeholder dialogue which included 60 participants representing various industries in business, civil society, academia and research.

A broad group of experts including Carlos Carrion-Crespo (International Labour Organization), Jean-Benoit Charrin (WaterLex), James Holleran (Professor of Sustainable Tourism), Christopher Cordey (Futuratinow), and Mark Smith (IUCN), set the scene for this important discussion by sharing their perspective on facing water supply challenges.

“Water problems are solvable but not simple”, said Mark Smith, Director of the IUCN Global Water Programme. He expressed hope that helpful solutions can be found.

Participants in the debate stressed the importance of introducing a legislative framework to secure a sustainable water management. The critical role of education in the tourism and hospitality industry was another point that was addressed.

“Water is a system, it is complex. We should focus on problems and fix them,” commented Dr. Tobias Schmitz.

The event concluded with an agreement of organizing a second meeting to build on this broad discussion by focusing on specific water issues and turning collective ideas into actionable next steps.

Learn more about the event on [BSL’s Dean’s blog](#) and see pictures [here](#).

CONTACT US

Business School Lausanne
Route de la Maladière 21
1022 Chavannes, Switzerland
Tel +41 21 619 06 06
Fax +41 21 619 06 00
info@bsl-lausanne.ch
www.bsl-lausanne.ch

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