




INSEAD REUNION VOLUNTEER HANDBOOK



Contents

Message from the Dean	03
Thank You for Your Leadership	04
Reunions at INSEAD	05
Reunion Records	06
Volunteer Roles	07
Reunion Timeline	10
How INSEAD Supports You	11
Building Excitement	12
Your Class Gift	14
FAQs	20
Your INSEAD Partners	22



Message from the Dean

Dear INSEAD reunion volunteer,

Thank you for joining your class reunion committee.

Your reunion is a great way to reconnect with classmates, friends and the school. In recent years reunion classes have set new records for attendance and giving, thanks to the important work of volunteers like you.

This handbook provides an overview of the processes and tools for achieving a successful reunion. Our reunion team is here to help you, and we are grateful for your commitment to creating a memorable experience for your promotion and encouraging support for the school.

Thank you and I look forward to seeing you at your reunion!

Yours sincerely,



Ilian Mihov
Dean



Thank You for Your Leadership

Dear INSEAD reunion volunteer,

Thank you for supporting INSEAD as a member of your reunion committee! As Chair of the INSEAD Alumni Fund, I know how important alumni volunteers are to the school and its success, and your experience this coming year promises to be deeply rewarding.

In 2018, I served as Gift Chair for my promotion's 20-year reunion. Reconnecting with old friends to create new memories was a highlight of my experience, and our class gift brought us closer together. The knowledge that we were working through the school to create impact collectively was profoundly meaningful.

Your participation comes at a pivotal time in the school's history. With *The Campaign for INSEAD: A Force for Good*, a bold fundraising initiative launched in October 2018 and running through 2023, INSEAD is leading the change in how business is conducted worldwide. I believe there has never been a better time to support INSEAD—activating business as a force for good feels very relevant for the world today.

Thank you again for your continued support of INSEAD and enjoy your reunion!

Sincerely,

Emma Goltz MBA'98J

INSEAD Alumni Fund Chair
Reunion Gift Chair



Reunions at INSEAD

Each year, alumni from around the world return to one of INSEAD's campuses for reunions. Whether it's a day-long programme or a full weekend of events, reunions are an opportunity to rekindle old friendships and an invitation to strengthen bonds with the school.

Reunions are also a time when classmates join forces to invest in INSEAD. Class giving has deep roots at INSEAD, and the collective reunion energy fuels participation in support of the school.

Successful reunions are the result of planning, preparation and dedication of alumni volunteers working hand-in-hand with our reunion team. Together, we strive to deliver a fun and meaningful weekend and to amplify INSEAD's impact as a *Force for Good*.

"We never dreamed that we would be able to replicate the *je ne sais quoi* of our unbelievable time at INSEAD, but this weekend did just that."



Andrea Poptsis MBA'99J

Reunion Committee

When and where

1 year

Fontainebleau
September

5 & 10 years

Fontainebleau
May

15 year

Singapore
November

20 & 25 years

Fontainebleau
June

30, 35, 40, 45 years

Fontainebleau
October

50 year

Fontainebleau
July

GEMBA

Fontainebleau
June

TIEMBA

Singapore or Beijing
Every other year



Reunion Records:

Will your class set a new one?

As our reunions evolve, alumni volunteers are propelling their promotions to record-breaking achievements in attendance and fundraising. Below are the current records.

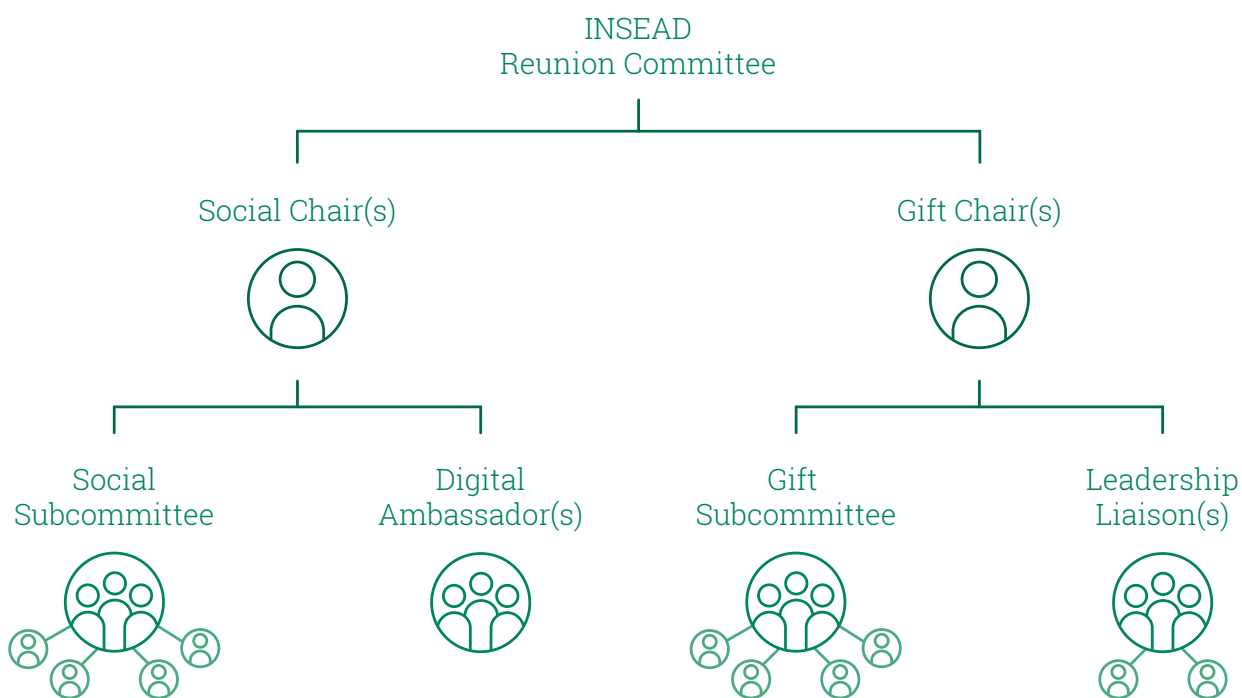
	Attendance	Class Gift Participation	Total Class Gift
1	34% MBA'18J&D	6% MBA'17J	€3,700 MBA'17J
5	62% MBA'11J	65% MBA'04J	€177,000 MBA'14J
10	54% MBA'97J	58% MBA'93J	€145,000 MBA'09D
15	33% MBA'97J	49% MBA'04J	€262,000 GEMBA'04
20	52% MBA'90J	64% MBA'86D & MBA'87D	€1,096,000 MBA'98J
25	54% MBA'90J	44% MBA'89J	€2,649,000 MBA'94D
30	52% MBA'88D	53% MBA'70	€1,401,000 MBA'87D
35	33% MBA'81	26% MBA'61	€538,000 MBA'70
40	48% MBA'68	56% MBA'69	€1,232,000 MBA'77
45	36% MBA'62	74% MBA'61	€163,000 MBA'72
50	42% MBA'65	30% MBA'68	€379,000 MBA'69
55	47% MBA'63	17% MBA'63	€7,960 MBA'63

*Records as of November 2019

Volunteer Roles: Which role is right for me?

All reunion volunteers are encouraged to attend their reunion, connect with classmates, support the school with a gift—and rally classmates to do the same!

Most successful reunions involve two subcommittees – Social and Class Gift – working collaboratively while focused on distinct goals. What is shared by all volunteers is a passion for INSEAD and the desire to strengthen the school's brand.



Volunteer Roles: Social

Social Chair(s)

Leads the team to encourage reunion attendance and organise the class meeting.

Well-connected within the class, the Social Chair works closely with the INSEAD Social Liaison to generate enthusiasm and reunion attendance.

- Builds a global committee of classmates who can create excitement and drive attendance
- Suggests the best forms of communication for the class
- Plans and manages the class meeting incorporating social, academic and gift content
- Prepares a one-page class overview of the last five years

Social Subcommittee

Raises awareness and contacts classmates to encourage attendance.

In addition to attending the reunion themselves, Social Subcommittee members motivate classmates to register and participate.

- Raise awareness about the reunion in a specific region, country or section
- Reach out personally to classmates to classmates who have not replied to the reunion invitation
- Encourage classmates to update profiles on MyINSEAD

Digital Ambassador(s)

Promote and amplify reunion events and the class gift across their class and personal social media platforms.

- Create class groups on Facebook, WhatsApp and/or other social media channels
- Work with INSEAD reunion team to post regular updates
- Share old photos to evoke nostalgia and generate excitement
- Promote the class gift and celebrate giving results

"The INSEAD experience marks us for a lifetime. Reunions extend and strengthen this experience. They present an opportunity to reflect upon our journeys and reconnect with our ever-familiar INSEAD environment."



Naji Freiha GEMBA'10
Reunion Committee



Volunteer Roles: Class Gift

Gift Chair(s)

Leads the reunion fundraising efforts and serves as the voice of the class gift campaign.

The Gift Chair works closely with the INSEAD Development Liaison to deliver a successful gift campaign.

- Leads the vision for the class gift campaign
- Identifies, recruits and inspires volunteers for the Gift Subcommittee
- Signs letters and email appeals to the class
- Personally contacts classmates to encourage giving and thanks those who have given

Gift Subcommittee

Galvanizes support for the class gift by reaching out and encouraging classmates to give at any level.

As donors and active volunteers, Gift Subcommittee members will:

- Identify classmates they are willing to contact to ask for support
- Contact classmates, ask for gifts and record the activity on the volunteer platform
- Help thank classmates who have made a gift

Leadership Liaison(s)

Working closely with the INSEAD Development Liaison, these volunteers help secure significant gifts in honour of the reunion.

"It's not a big commitment, but a fun and easy way to give back to the school and reach out to classmates."



Sue Worscheh
MBA'89J

Reunion Committee



Reunion Timeline



While each class has its own rhythm, the general planning timeline starts a year ahead of the event and continues for about two months afterward. Here's a typical reunion schedule:

18 - 12 months before	Save-the-date mailed and reunion survey sent to all classmates Volunteer committee recruited
12 months before	Social Subcommittee begins contacting classmates to build excitement Digital Ambassadors start promoting reunion online
10 - 8 months before	Pre-reunion events organised around the world Class gift campaign opens with first appeal sent Gift Subcommittee starts reaching out to encourage support
6 months before	Reunion event registration and website are launched Social Subcommittee actively drives attendance Class gift campaign continues with personal outreach and email appeals
3 months before	Committee members actively encourage reunion attendance and gift campaign participation Digital Ambassadors build enthusiasm with regular posts
1 month before	End of early bird registration Class gift campaign continues
1 week before	Practical information is shared with reunion attendees Big push for class gift campaign and last-minute event registration
Reunion	
1 week after	Post-event newsletter including event photos and survey is sent Digital Ambassadors post photos and videos across platforms
1 month after	Final gift appeal is sent Gift Subcommittee makes calls to secure final gifts and to thank donors
2 months after	Gift campaign closes and results shared and celebrated



How INSEAD Supports You

Volunteers are critical to the success of every INSEAD reunion. By providing support, resources and tools, the school partners with you to deliver an exceptional reunion experience for your class.

Resources

As a reunion volunteer, you will have access to resources to help build excitement, encourage attendance, promote reunion events and galvanise support for the class gift. For example, we have developed templates for social media, save-the-dates and email banners that are easily accessible online. We also provide sample text for letters and appeals to your classmates as well as talking points for gift conversations. Soon to be launched is our new volunteer platform, a cutting-edge online tool to enhance your reunion volunteer experience.

Your INSEAD Partners

In addition to collaborating with your classmates, you will enjoy the full support of INSEAD's reunion team (please see list on page 22). Each class is assigned two staff members who provide guidance and resources. Our seasoned team, experts in organisation, will work in step with you throughout the process.

Volunteer Appreciation Cocktail

Many volunteers have described the Volunteer Appreciation Cocktail as a highlight of their reunion. It is a special event where you gather with fellow volunteers to celebrate your successes and capture memorable moments. The school's leadership deeply values this opportunity to thank you for demonstrating your commitment to INSEAD and your class.



Building Excitement

Social Media

If your class doesn't already have groups on social media platforms, now is a good time to create them. These are a quick and easy way to stay connected and spread the word about the reunion — you'll reach your classmates faster and without spamming their inbox!

Hashtags:

#INSEADReunion #INSEADAlumni
#INSEADforGood

Platforms: Twitter, LinkedIn,
Facebook, Instagram, WhatsApp

Accounts to tag: @INSEADAlumni

Pre-Reunion

- Rally your classmates to attend your class reunion by posting old photos to create nostalgia.
- Remind them of the great time you had together and encourage them to not miss their reunion.
- Offer updates about the programme, accommodation and more.
- Introduce your class gift, remind them of their INSEAD experience and how meaningful it would be to support the school.
- Consider posting every two weeks initially and increase frequency closer to the reunion.

During the Reunion

Capture your reunion in selfies and photos and amplify to the world! Some favorite photo ideas:

- Arriving at your reunion
- Reuniting with your sections and study groups
- Families at favourite spots on campus
- Your class meeting
- Your favourite spot on or off campus
- Plenary and faculty sessions with the Deans and Professors
- Class lunches and dinners.

The above are only suggestions. Feel free to capture and publish more!



Pre-Reunion Events

Pre-reunion events create momentum.

Usually hosted by a classmate, these events are organised for alumni in a specific city or region and are held in a volunteer's home, a club or a private space in a restaurant. Hosts typically assume the costs and logistical details, with support from the INSEAD reunion team on invitations, administration and sourcing an INSEAD representative to attend.

Pre-reunion events also connect classmates who may not be able to attend the reunion itself, so more members of your class can celebrate.

After the event, the organisers work with INSEAD to thank attendees and to send follow-up messages encouraging reunion weekend registration and class gift contributions.

"The lead-up to reunion is a great opportunity to get excited about the upcoming celebrations, meet more alumni in our home cities and rally behind a good cause – the class gift."



Chai Shetty MBA'13D
Reunion Gift Chair



Your Class Gift

Reunions are a landmark moment at INSEAD. It is a joyous occasion to revive fond memories of the past and to come together to celebrate achievements, both yours and INSEAD's. And, it is also a time to contribute, as a class, to the future of the school – to strengthen INSEAD's competitiveness, broaden our reach and deepen our impact. The reunion class gift is a powerful statement at a pivotal time.

The Campaign for INSEAD: A Force for Good

In 2018 INSEAD launched the *Force for Good* campaign, a bold initiative that empowers our alumni community to support the school in developing the leaders who will drive transformative change on a global scale, tackle important problems and harness business as a force for good.

Running through 2023, the *Force for Good* campaign aims to raise €250 million and secure gifts from at least 50% of INSEAD alumni. Reunion class gift campaigns are vital to success, and every reunion gift counts for both the giving totals and participation rates. Thank you for partnering with the school on this ambitious and exciting journey!

Find out more at forceforgood.insead.edu



The majority of gifts made during the reunion gift campaign are made via the INSEAD Fund. Serving as the school's annual giving programme, the INSEAD Fund channels individuals gifts toward specific needs that support our broader mission. It enables INSEAD to champion business as a force for good – today, tomorrow and into the future.



Dean's Fund /
Greatest Impact



Campus Renewal



Scholarships



The Hoffmann Global Institute
for Business and Society



Faculty & Research



Digital@INSEAD



INSEAD Fund Gifts at Work

The INSEAD Fund has an immediate impact and allows the school to take up new opportunities and address unexpected challenges. Within the INSEAD Fund, the Dean's Fund/Greatest Impact gives Dean Mihov the flexibility to invest in areas with the greatest potential for advancing business as a force for good. Below are examples of how gifts at different levels translate into tangible impact.

€100	<ul style="list-style-type: none"> • Provide 10 LED bulbs in our campuses to support our energy saving programme
€300	<ul style="list-style-type: none"> • Fund one solar photovoltaic panel to support the school's renewable energy programme
€1,000	<ul style="list-style-type: none"> • Support the collective alumni effort to fund a €20,000 MBA scholarship • Fund a seat in a new amphi on the Europe Campus for a differently-abled student
€5,000	<ul style="list-style-type: none"> • Provide opportunity for 5-10 students to attend conferences in impact investing, social entrepreneurship, and tech for good • Enable faculty research by contributing to a research assistant's time
€10,000	<ul style="list-style-type: none"> • Support the school's PhD programme by funding a sizeable part of a doctoral candidate's annual stipend • Underwrite discovery tour for MBA students to meet with impact entrepreneurs
€50,000	<ul style="list-style-type: none"> • Enable the creation of two cases on key business issues for class discussion • Fund the creation of a break-out room where students with gather for group work • Strengthen the diversity and talent of our student body by supporting two MBA scholarships

Significant Gifts

Reunions often provide the opportunity to reflect on the impact INSEAD has had on your life and many choose this moment to support the school with a significant gift. If you're thinking about making a special gift for your reunion, please contact Emily Robin, Senior Director of Development, at emily.robin@insead.edu

"Volunteering for my 25 year reunion inspired me to take the next step in my giving, and celebrate INSEAD with my classmates."




Natalie Man Se Chan
MBA'93D
Reunion Committee

Your Class Gift

Approaching Classmates by Email

Email template for individual ask

James Smith 

Inbox - shan.lee@gmail.com 13:41

JS

25 year INSEAD Reunion

To: Shan Lee

Dear Shan,

It's been a while since we last spoke - I do hope that all is well! Am also hoping that I will be seeing you at our 25 year INSEAD reunion at the end of June? It would be great to catch up in person.

I am helping with the fundraising for our reunion class gift to INSEAD and was wondering whether you'd consider making a donation? Most of our classmates are supporting the Dean's Fund / Greatest Impact, the flexible fund that allows INSEAD to direct the funds to where they are most needed – usually used for additional scholarships and new initiatives such as the incredible Station F Launchpad in Paris. I've attached some more information here. Of course you might want to support another INSEAD cause and that would count towards the class gift too!

If you felt able to make a gift of €1,000 or above, then this would put you into the INSEAD Investors Circle, the society of the school's most generous annual donors. Your support would really be hugely appreciated.

Either way, it would be great to catch up soon!

Best wishes,

James

"Reaching out to classmates by email may be faster but making a phone call allows you to really connect with each other."



**Diederik
Van Rappard**
MBA'99J
Reunion Gift Chair

Conversations in Person or by Phone

1. Introduce yourself. Be friendly and personal.

Be positive and upbeat. Tell your classmate how much you are looking forward to attending your upcoming reunion. Ask them if they are planning to attend.

2. Talk about INSEAD

Remind your classmate how great it is to be part of the INSEAD community. Tell them about INSEAD's work to get them excited about the school again. Talking points might include:

- In 2018, INSEAD publicly launched its new *Force For Good Campaign* which aims to raise €250m by 2023, and have 50% of the alumni community participate. Our reunion giving counts towards those goals.
- 30% of the current class is awarded a scholarship, compared to 20% five years ago. The average scholarship is €18.7k (tuition fees for the 20J class are €85.5k so scholarships are crucial).
- In 2020, INSEAD will open the San Francisco Hub for Business Innovation to expand our global network.
- 35% of the current MBA class are women.

3. Be Direct

Explain why you are calling, that you are part of your class gift committee and that you want to talk to them about giving to the school to celebrate this year's reunion.

Discuss gifts already reported to the class, update them on the progress of the campaign and the target. If appropriate, the following could be encouraging:

- *"We are fundraising for our 25 year reunion and I am hoping you'd like to help. Our target is ___ euros and we'd like to reach a ___% participation rate."*
- *"<NAME> has pledged to give ___ euros which means we have ___ left to raise."*

4. Ask for a specific amount

It's good to be specific when asking for a gift. Successful language could include:

- *"I have made a donation of ___ euros. Would you be willing to do the same?"*
- *"Could you consider making a gift of ___ euros towards our class goal?"*
- *"It would be great if you could participate at the ___ euro level."*

5. Listen

Listen to the concerns and questions of your classmate and try to answer them as best as you can. If you are confronted with a question you cannot answer, feel free to contact your INSEAD Development Liaison.

Don't expect an immediate commitment for a large gift. Your classmate may need time to think it over.

6. Tell them how they can donate

In most countries the easiest way to donate is online but donors can still pay with cheque or bank transfer if they prefer. All the practical information on how to make a gift, including information on matching gifts and tax benefits, can be found at forceforgood.insead.edu

7. Ending the call and follow-up

Thank your classmate for their time and agree on a next step. Suggest you call them on a specific date to follow up. If they have agreed to donate, let the Reunion Gift Chair and INSEAD Development Liaison know.

Send a follow up email explaining how much you enjoyed catching up, outlining the next steps, and reiterating the gift amount you discussed.

Notify the INSEAD Development Liaison of the outcome of your outreach. They will inform you as soon as the gift comes in, and you can then send a personalised thank you note.

"Thanks again for considering making a ___ euro gift towards our class gift. It will make a huge difference."

Your Class Gift

How to Give

It's never been easier to give to INSEAD.

Alumni can donate by cheque or bank transfer or online via our website. For many alumni, there are tax benefits to giving, and many employers offer matching gift programmes that can multiply the value of a gift. More details and all the information you need can be found at: forceforgood.insead.edu



Salamanders

Lifetime giving is recognised with prestigious Salamander statuettes, as well as with a listing on our donor walls in Fontainebleau and Singapore.

Emerald Salamander	€1,000,000
Diamond Salamander	€500,000
Platinum Salamander	€250,000
Gold Salamander	€100,000
Silver Salamander	€50,000
Bronze Salamander	€15,000

Investors Circle

The Investors Circle acknowledges leadership annual giving. Members join a special group of INSEAD donors who collectively enhance the school's excellence. Recognition in the Investors Circle is annual, renewable every year.

Leader	€10,000 - €99,999
Supporter	€1,000 - €9,999
Young Supporter *	€300 - €999

* For students and MBA alumni up to 4 years after graduation

Donor Recognition

Dean's Leadership Cocktail

During most reunions we celebrate giving by inviting our donors to the Dean's Leadership Cocktail. This is a special moment in the reunion weekend when new Salamanders and Doriot Society pins are presented. We look forward to seeing you there.



"The 45th reunion exceeded expectations. We relived yesteryear during memorable lectures in Amphi A, enjoyed the bonhomie of classmates, took pride in Dean Ilian Mihov's plans for our alma mater and celebrated at the Château.

"Five of us have already volunteered to work with the INSEAD team on our 50th – roll on 2024!"



Alex Dembitz
MBA'74

Reunion Committee

Legacy Gifts and the Doriot Society

We all want to be connected beyond our own lifetimes with the values, causes and institutions we believe in. But it can be difficult to find a way to make a long-lasting difference in the world. Doriot Society members have chosen to leave a legacy to INSEAD. For more information, please contact Emily Robin, Senior Director of Development, at emily.robin@insead.edu

"My year at INSEAD was a life highlight. Given the positive impact INSEAD has had on me, it is with pleasure that I have been able to give back."



Teena Fazio MBA'99J

Doriot Society Member



FAQs



Why does INSEAD need reunion volunteers?

The role that you play as a volunteer simply cannot be matched. In 2019, more than 2,000 alumni came back to campus for reunions, and over €6.4 million was raised in class gifts. The peer-to-peer outreach of reunion volunteers is the engine fueling these tremendous levels of engagement and support.

Who can join the Reunion Committee?

Anyone who is interested in reconnecting fellow alumni, helping plan the reunion programme, fundraising for the class gift and collaborating with the school's staff can volunteer. We ask committee members to make their gifts early in the class gift campaign to be role models within their promotion.



What do reunion volunteers do?

The Reunion Committee is involved with planning communications, events and the programme. They also encourage classmates to attend the reunion and invite them to participate in the class gift by making a donation to INSEAD. They make phone calls, send personal emails or letters, post on social media and generally build excitement for the reunion and class gift.

How much time do I have to commit?

Reunion volunteers are asked to do a small list of tasks throughout the months leading up to and immediately following the event. Most volunteers report about 1-4 hours of service per month, including committee conference calls and personal outreach efforts.

Is there someone from INSEAD who will help?

Yes! In addition to collaborating with other volunteers from your class, you will also have the support of INSEAD's reunion team.

As a reunion volunteer, which events will I attend?

You will be recognised for your service at the Volunteer Appreciation Cocktail. You are also encouraged to attend your class meeting and other class-sponsored events, such as class dinners. But above all, the reunion is about reconnecting and having fun!

Are there any perks to being a reunion volunteer?

Absolutely! In addition to being honoured at the Volunteer Appreciation Cocktail, you have the knowledge that you are making a direct impact on the success of your reunion and on the strength of the INSEAD brand. You'll also have the opportunity to network and reconnect with fellow alumni and to gain experience in fundraising.

Can I continue to volunteer after my reunion?

Helping with your reunion is a great way to prepare for other alumni volunteer roles at INSEAD. Stay involved by stepping up with your National Alumni Association, or by continuing to encourage classmates and other INSEADers to contribute as a Giving Day champion or a member of the IAF. And it's never too early to start thinking about your next reunion! Visit insead.edu/engage for more volunteer ideas.



Why are there class gifts?

Reunion classes contribute approximately 40% of all donations to INSEAD. Indeed, reunions are the time when some alumni make their first gift or when lapsed donors return. Reunion class gift campaigns aim to inspire high levels of class participation and secure leadership contributions, inspired by the reunion excitement and energy.

What counts for the class gift?

Gifts to any area at INSEAD made during the “reunion year” will automatically be included in the class gift total. This includes gifts to the INSEAD Fund, endowed funds, and capital projects. For reunions taking place in the spring and summer, the “reunion year” is concurrent with the school year: September 1 through August 31. For fall reunions, the “reunion year” is January 1 through December 31. In both cases, volunteers have many months leading up to the reunion as well as some time after the event, to energise classmates to contribute.

Is there a class-specific gift?

Most classes run an open campaign, allowing alumni to support the areas that are most meaningful to them. Whether it’s the INSEAD Fund Greatest Impact, student scholarships, faculty research, capital investments, or something else altogether, each classmate can donate as they prefer. The combined impact of the class gift demonstrates the strength of our alumni community as a *Force for Good*.

How do I ask my classmates to make a gift?

Take a moment to think about why INSEAD is important to you and deserving of your financial support before you make your own commitment—then tap into this passion to convince others to do the same!

Why do people support the class gift?

Ultimately, people give to INSEAD for all kinds of reasons. Some commonly cited motivations include:

- Desire to make a difference and help make the world a better place
- Understanding that INSEAD’s business model depends on philanthropy
- Sense of identification and alignment with INSEAD values and beliefs
- Enthusiasm to give back and help allow others to experience a transformative year that will change their lives

Do smaller gifts really matter?

Without a doubt! Every gift, no matter the size, counts in the class participation rate, and all contributions are included in the total class gift. We need alumni gifts at all levels in order to expand and innovate, enable the school to compete with the best institutions worldwide, strengthen the INSEAD brand, and achieve our mission to transform business and society.

Your INSEAD Partners

	Social	Development
1	<i>Liaison to be determined</i>	 Maryna Kumeda maryna.kumeda@insead.edu +33 1 60 72 92 17
5	 Stéphanie Paille stephanie.paille@insead.edu +33 1 60 72 44 69	 Maryna Kumeda maryna.kumeda@insead.edu +33 1 60 72 92 17
10	 Stéphanie Paille stephanie.paille@insead.edu +33 1 60 72 44 69	 Rosie Moulder rosie.moulder@insead.edu +33 1 60 72 91 42
15	 Stéphanie Paille stephanie.paille@insead.edu +33 1 60 72 44 69	 Rosie Moulder rosie.moulder@insead.edu +33 1 60 72 91 42
20	 Marie Ferreira marie.ferreira@insead.edu +33 1 60 72 42 74	 Andy Glynn andy.glynn@insead.edu +33 1 60 72 43 47
25	 Marie Ferreira marie.ferreira@insead.edu +33 1 60 72 42 74	 Andy Glynn andy.glynn@insead.edu +33 1 60 72 43 47
30	 Marie Ferreira marie.ferreira@insead.edu +33 1 60 72 42 74	 Laurence Laemmel laurence.laemmel@insead.edu +33 1 60 72 93 21
35	 Marie Ferreira marie.ferreira@insead.edu +33 1 60 72 42 74	 Laurence Laemmel laurence.laemmel@insead.edu +33 1 60 72 93 21
40	 Stéphanie Paille stephanie.paille@insead.edu +33 1 60 72 44 69	 Laurence Laemmel laurence.laemmel@insead.edu +33 1 60 72 93 21
45	 Stéphanie Paille stephanie.paille@insead.edu +33 1 60 72 44 69	 Laurence Laemmel laurence.laemmel@insead.edu +33 1 60 72 93 21
50	 Marie Ferreira marie.ferreira@insead.edu +33 1 60 72 42 74	 Andy Glynn andy.glynn@insead.edu +33 1 60 72 43 47
GEMBA	 Stéphanie Paille stephanie.paille@insead.edu +33 1 60 72 44 69	 Emily Robin emily.robin@insead.edu +33 1 60 72 48 41
TIEMBA	 Maureen Lee maureen.lee@insead.edu +65 6799 5280	 Wei Zheng wei.zheng@insead.edu +65 6407 7197

By raising your hand to volunteer for your reunion, you have committed to leading amongst your peers and being a Force for Good.

We are grateful.

감사합니다
Dankeschön
ありがとうございます
Teşekkürler
Terima kasih
أرک ش Obrigado
Matur nuwun
Grazie धन्यवाद
Спасибо. 謝謝你
Thank you Asante
Xin cảm ơn
Merci गुरुदा च
Рақмет сизге
આભાર Gracias
Hatur nuhun
дякуємо
Salamat po
Galatoomaa
+।□□≤○+ Danke
આભાર Dziękuję Ci
रउवां के धन्यवाद
Hvaka vam الحمد لله

