# SHARING INFORMATION ON PROGRESS REPORT

November 2016 to December 2019







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### NTRODUCTION

### Business School Lausanne at a glance

Established in 1987, Business School Lausanne (BSL) is a leading innovator in business education and ranks #2 in Switzerland for its Masters (OS **Business Masters** Rankings 2019) and #4 for its MBA (QS Global **MBA** Ranking 2019).

### **ACCREDITATION & CERTIFICATION**

- ACBSP (Accreditation Council for Business Schools and Programs) since 1996
- ISO 9001 since 2004

The school's ACBSP accredited degree programs include the following programs:

- BBA
- MIB (Master in International Business) with concentration in Entrepreneurial Leadership
- MIB (Master in International Business) with concentration in Finance
- MBA/EMBA in Business Transformation and Entrepreneurship
- MBA/EMBA in Sustainable Business
- DBA

BSL also provides Executive Seminars and shorter programs (Executive Certificate of Advanced Studies and Diploma of Advanced Studies).



BSL takes a highly pragmatic approach to learning by applying theory to practice, and is supported by a multidisciplinary faculty of business professionals. BSL is the co-founder of the 50+20 initiative on Management Education for the World (www.50plus20.org) in partnership with the GRLI-Globally Responsible Leadership Initiative (www.grli.org) and the PRME-Principles of Responsible Management Education (an initiative backed by the UN).



# **H**ISTORY

### of Business School Lausanne



2009 was a pivotal year for BSL as its MBA program ranked 40<sup>th</sup> among top European Business Schools

#### TIMELINE

1987:	Founded by Dr. John Hobbs
1993:	Appointment of Dr. Trevor J. Johnson as Dean
1996:	Accreditation by ACBSP (Accreditation Council for Business Schools and Programs) for the BBA and MBA programs
1996:	Launch of the Executive MBA program
1997:	BSL becomes a member of the Lemania Swiss Group of Schools
2004:	ISO 9001 certification
2006:	Reaffirmation of ACBSP accreditation for BBA and MBA programs and accreditation of DBA program
2006:	Commitment to the ten principles of the UN Global Compact
2008:	Appointment of Dr. Katrin Muff as Dean
2008:	Membership of Delta Mu Delta
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# **H**ISTORY

### of Business School Lausanne



#### TIMELINE

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 partner of Swiss Sustainable Finance
2015:	BSL adopts Holacracy as an advanced organizational form of distributed power and self-organization
2016:	BSL introduces the GAPFRAME innovation weeks (four times a year)
2017:	Reaffirmation of ACBSP accreditation for all programs
2018:	Appointment of Dr. David Claivaz as Acting Dean
2018:	BSL moves from Holacracy to an entrepreneurial- oriented management structure
2018:	End of the collaboration with the University of St. Gallen
2019:	Development of BSL Doctoral School

In 2019, BSL chose to further develop its DBA program offering by creating the BSL Doctoral School, giving further support to students involved in this program.

### COMMITMENT

to the principles for responsible management education

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.

Business School Lausanne is a member of the United Nations Global Compact since 2006 and joined PRME in November 2010. We chose these two affiliations, amongst 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.

In collaboration with our faculty and staff members, we developed a Vision, a Mission and Values during the last decade and shared them at each entry (i.e. twice a year) with our new students. In that way, these values are lived by everybody inside the school. A sustainable and responsible approach to business was our central focus in this process.

Recently, with our new Acting Dean, we have decided to redefine Vision, Mission and Values in 2020, by adding new elements to our strong focus on responsibility and sustainability.

In the last couple of years, we have revised our programs by focusing on the current mega-trends (big data, AI, etc.). This allows us to give students the concrete tools and skills, necessary to be able to have a positive impact on their companies, on society and on the environment. In that way, we enhanced our commitment to sustainability by moving from a clear definition of the targets to reach to a focus on how to reach them.

As an example, our doctoral school has now a clear focus on business transformation and entrepreneurship and helps doctoral candidates to identify the means to obtain measurable results in favor of a more sustainable world.

We are determined to continue promoting business as a contributing factor for a better world and I am pleased to thank everybody at BSL, Acting Dean, faculty, staff members and students for their active involvement in that endeavor.



Philippe Du Pasquier President of the Board, BSL

### MAJOR ACHIEVEMENTS

November 2016 - December 2019

The major achievements in this period were the restructuring of our undergraduate programs and the creation of a doctoral school as well as the introduction of our Business Innovation Weeks (BIW).

Werevised the curriculum of the BBA program to better integrate the current mega-trends, such as Artificial Intelligence, Big Data and Sustainability, and reinforce the learning of the hard skills necessary to perform and make an impact in business.

In 2018 we revamped the MIB program and created the two concentrations to reflect the entrepreneurial nature of our Mission and to meet the market demand for entrepreneurially-minded Finance professionals.

We created a Doctoral School and appointed Dr. Dominique Bourqui as Director of the Doctoral School.

Business School Lausanne (BSL) has shaped the Doctorate of Business Administration (DBA) to look beyond the success or innovation of a specific company. Our doctoral program provides our students with the opportunity to determine through their Doctoral studies, how business should be framed in the future, considering an entire industry and not just a single company.

The DBA program combines the realism and a focus on field action with a wide spectrum and in-depth understanding that comes with doctoral studies.

Inspired by Global Mega Trends and aimed at educating differently through innovative and impactful practices, we run an exciting, week-long innovation and issue-centered learning event every term, better known as the Business Innovation Weeks. We invite all our students, faculty, NGOs, companies, entrepreneurs and institutions to join in and actively participate during the week with the focus on advancing business-driven solutions and innovations to create opportunities for further development.

During each Business Innovation Week participants will advance their thinking by working in groups focusing on specific issues and following particular innovation processes. Through idea generation, business design, communications design and digital positioning, groups will be exposed to forward-thinking business ideas and practices.



Dr. Bourqui & Dr. Claivaz, during the inauguration of the Doctoral School.



Students visiting the headquarters of the watchmaking company, Hublot, in Nyon, Switzerland, as part of their BIW activities.

### PRINCIPLE 1- PURPOSE

We will develop the capabilities of our students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

### 1. FRAMING THE CONTEXT OF BSL'S EDUCATION

It is our mission to provide a learning platform for individuals and organizations to thrive by co-creating viable business solutions for our planet and its people. 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 considered to be the single biggest educational challenge for business schools in the coming decades. To achieve this multi-dimensional transformation, we build our educational approach on the three cornerstones:

Entrepreneurial Mindset and Skills Global Mega Trends, including Sustainability Business Knowledge Skills

The development of the **Entrepreneurial Mindset and Skills** will give our students the tools to identify business opportunities addressing environmental or societal issue and contribute in that way to the common good. They will be able to create their own business or to develop an intrapreneurial mindset in existing companies.

A deep understanding of the current **Global Mega Trends**, such as Sustainability, Big Data Management or Artificial Intelligence will help them in finding relevant solutions in a fast changing world and anticipating the future evolutions.

A good command of the basic **Business Knowledge Skills** (the so-called "Hard skills") is still compulsory to be able to work in an efficient manner and obtain concrete results.

I am passionate about the power of finance and how good things can be done with such level of responsibility.

Jaoudat
Adoumier,
Master in
Finance alumnus,
France

#### 2. EDUCATION: THE STRATEGIC GOAL

Our educational strategy builds on a long tradition at BSL of applying an educational approach focused on entrepreneurship and the more recent integration of sustainability and responsibility into the heart of our mission. The BSL educational vision is:

To develop globally responsible leaders by creating an effective learning environment based on values and empowered by critical thinking, and applied in future-relevant business practice.

### PRINCIPLE 2- VALUES

We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

#### 1. A VALUES-BASED EDUCATION

The six BSL values support our three cornerstones and allow us to measure our actions, attitudes and behaviors. The last and more difficult three phases in the journey of professional mastery. These values have been developed in collaboration with our students and our faculty over a period of a couple of years. They allow us to guide collaboration amongst all of 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.

N.B: Due to the recent evolution of the school and the changes introduced in our programs and our management structure, we will redefine the Vision, Mission and Values of Business School Lausanne in 2020 to reflect this recent evolution.

As most of it still remains valid, we decided to keep in this report the description of our Values, as they have been lived by BSL's community in the last decade and how they still appear in our communication.



#### 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.

#### A FORCE FOR GOOD

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

#### **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.

#### 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?

#### 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.

#### **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.

### PRINCIPLE 3 - METHOD

We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

#### **TEACHING METHODS**

Business School Lausanne teaches many different programs:

- BBA (Bachelor of Business Administration)
- MIB (Master of International Business) with concentration on Entrepreneurial Leadership and MIB with concentration on Finance
- Modular E/MBA in Business Transformation and Entrepreneurship
- Modular E/MBA in Sustainable Business
- DBA (Doctorate of Business Administration)
- Diploma in Sustainable Business
- DAS in Transformative Leadership
- DAS in Strategic Finance
- DAS in Innovative Strategy
- DAS in Impactful Marketing

Some characteristics are common to all our programs:

#### Real business learning

Our faculty consists almost exclusively of seasoned and currently active business practitioners who bring the latest business knowledge into the classroom. As a result, learning at BSL is pragmatic, relevant and applicable. It prepares the students to tackle real-life challenges through a continuous exposure to recent examples from the business world, practical assignments, business simulations, issue-based projects, individual and group presentations, and case studies

#### Small class sizes

Classes at BSL consist of up to 20 students, which allows for personal attention and support from professors. The small class sizes facilitate a dynamic and interactive learning environment where students are asked to take an active part in class discussions.

#### Soft skills development

We have designed a curriculum, which ensures that all our students develop and refine essential interpersonal skills such as effective communication, self-management, problem solving, critical thinking, teamwork, and relationship building.

BSL offers a very hands-on approach to teaching – we learn mostly by doing rather than reading. Isabel Futch, BBA alumna, Guatemala

The community atmosphere at BSL is one of a kind. I have been fortunate to develop good connections with fellow students, faculty, staff and alumni.

Gina Fiore, EMBA alumna, USA

### PRINCIPLE 3 - METHOD

We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

#### Global Mega Trends

The integration of the Global Mega Trends (Sustainability and more recently Artificial Intelligence and Big Data Management) allows students to prepare for a future in which work skills will look profoundly different to those we have been equipping students so far.

#### An international personal and professional network

With 60 nationalities represented in BSL's student body and faculty, BSL graduates are used to work in a multicultural environment. Company visits and the regular presence of guest lecturers at BSL gives our students the best opportunities to enrich their network.

Our Careers Office developed and launched, in 2018, a complementary way to orient students across programs, in their transition from education to industry: the BSL Alumni Mentoring Program. Within the program, some seasoned BSL Alumni worldwide e-mentor our students (and where possible meet face to face) with their precious advices and professional knowledge-sharing, receiving in exchange individual Executive Education modules, in order to 'update' their BSL degree. This program received good feedback from students and Alumni and it is now available for students who want to take this opportunity, in the last phase of their studies. Find here a couple of articles written by Daniele Ticli, Head of Careers and Industry Relations, respectively about the launch and the feedback received after the first year of the program (https://bsl-blog.org/2019/03/04/bsl-alumni-mentoring-program-a-year-after-the-launch/).

Other characteristics are specific to one program. Here are a few examples:

#### **BBA Program**

To fit better the needs of our students, we have developed different tracks in our BBA program. In addition to the classic, the accelerated and the double degree options, we recently created the Millennial BBA.

The Millennial BBA is a 3-year BBA program based on the innovative Prepare-Apply-Consolidate learning methodology. After a first block of 10 core courses and 4 electives (80 ECTS), students spend their second year out of the school. They can choose between different possibilities:

The BSL Bachelor's program has introduced me to finding passions I would have never thought of having, and the attentive attention I have received by professors has allowed me to grow not just as a student, but also as an individual human being with potential. Shegan Issari, BBA alumnus. South Africa

### PRINCIPLE 3 - METHOD

We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

- · An internship program in Switzerland
- Volunteering for large or small NGOs in Switzerland
- Work on an entrepreneurial idea with the support of a BSL mentor. (20 ECTS)

A second block of 5 core courses and 9 electives help students to consolidate what they learned during the application part (experiential learning) (80 ECTS).

A second phase of experiential learning (20 ECTS) will allow students to work on business innovations inspired by their studies and crown their BBA.

#### MIB (Master in International Business) program

We recently developed additional capstone options for our MIB students. The options available during the last two terms of the curriculum are the following:

- Applied business project, an exciting opportunity to conduct business transformation in a real-world setting.
- CFA level I exam preparation (for MIB Finance only), an industry recognition which yields greater employment possibilities.
- Case study: students write a case study individually or in groups of 3 to 5 students on a partner company, under faculty supervision, gaining in that way a vital insight into the exploration of business processes and theories.
- A supervised academic internship, providing students a full practical immersion in a real team within an existing company.
- Master Thesis (with China exchange option), allowing students to develop crucial research and writing skills.

I benefited as much as possible from the opportunity given by BSL in China by opening my mind to this new environment, not having expectations and being committed. Everything is possible in China with the right mind-set. David Adrien Vanni- MIB alumnus, **Switzerland** 

### PRINCIPLE 4 - RESEARCH

We will engage in conceptual and empirical research that advances our understanding about the role, dynamics and impact of corporations in the creation of sustainable social, environmental and economic value.

#### FRAMING THE CONTEXT

The first and foremost aspect we have to take into consideration when we design the research activities in a business school is its relevance, its capacity to transform business.

In today's VUCA (volatile, uncertain, complex and ambiguous) world where huge challenges are facing us, research must contribute to solving the most important issues around us: climate change, loss of biodiversity, poverty, child labor, gender inequality and many others.

The UN Sustainable Development Goals (SDGs) launched in 2015 are a very useful framework to help governments, companies and the academic world to prioritize their efforts towards viable solutions in favour of the common good on our planet.

At Business School Lausanne, we want to help transforming the world of business through research.

To do so we have developed a DBA program with the aim of transforming the world and at the same time of augmenting theory.

The decision we made after the change of management, which occurred in July 2018, was to develop the Doctoral School and focus our main efforts in the domain of research in this program.

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BSL has shaped the Doctorate of Business Administration to look beyond the success or innovation of a specific company. Our Doctoral program provides our students with the opportunity to determine, through their Doctoral studies, how business should be framed in the future considering an entire industry and not just a single company. The DBA program combines the realism and a focus on field action with a wide spectrum and in-depth understanding that comes with Doctoral studies.

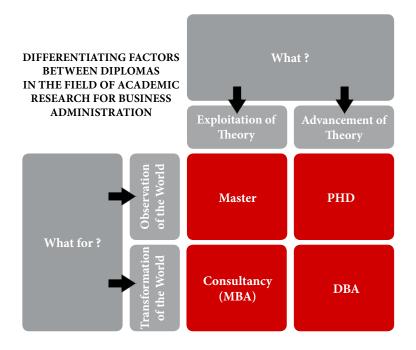
There are three types of people in this world: those who make things happen, those who watch things happen and those who wonder what happened.

- Mary Kay Ash



# PRINCIPLE 4 - RESEARCH

We will engage in conceptual and empirical research that advances our understanding about the role, dynamics and impact of corporations in the creation of sustainable social, environmental and economic value.



The students are expected to produce a significant Doctoral-level transdisciplinary study that advances research in the fields of business and management that is both relevant and can be applied in the real world.

The Doctoral School is composed of academics who are at the same time senior, still active and successful business practitioners.

To fulfil the needs of candidates already advanced in their career path, the approach is personalized and the duration of the program is flexible (from three to six years).

The DBA Acceleration Weeks are offered twice a year to our DBA candidates. They are not mandatory and offered in the DBA tuition fees. They are a unique opportunity for the students to work on their thesis in an international academic environment whilst accelerating their academic thinking skills and writing proficiency.

No research without action, no action without research.

- Kurt Lewin



### PRINCIPLE 4 - RESEARCH

We will engage in conceptual and empirical research that advances our understanding about the role, dynamics and impact of corporations in the creation of sustainable social, environmental and economic value.

These few examples of thesis submitted recently show how much sustainability and innovation are at the heart of our research:

- Dr. Franco Luca: "Transformation Process to achieve Business Sustainability"
- Dr. Henry Oguine: "Can Impact Investing be mainstreamed through Learning Orientation?"
- Dr. Mikyoung Lee: "A transferable Sustainable Model of Social Service System to the 50plus Generation in Korea".

Several teachers at BSL have research activities. Here are few examples of recent publications from faculty members:



Directors, Faculty and students during a DBA Acceleration Week

- Margaret Flaherty: Operationalising Sustainability Practice: role of industry trade associations in Journal of Corporate Citizenship, 2017
- Ganesh Nathan: Institutional CSR: provision of public goods in developing economies in Social Responsibility Journal, Emerald Publishing Limited, 2018
- K. Muff, A. Kapalka, T. Dyllick: The Gap Frame-Translating the SDGs into relevant national grand challenges for strategic business opportunities, The International Journal of Management Education 15 (2), 363-383, 2017
- K. Muff. A. Kapalka, T. Dyllick: Moving the world into a safe space-the GAPFRAME methodology, The International Journal of Management Education 16 (3), 349-369, 4-2018
- Ganesh Nathan: Design-thinking approach to ethical (responsible) technological innovation in Responsible Research and Innovation, published by Robert Gianni, John Pearson and Bernard Reber, 2019

Research activities as related to principle 4 are conducted at BSL by doctoral research and research carried out by faculty members.



### PRINCIPLE 5 - PARTNERSHIP

We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.

#### CONTINUOUS IMPROVEMENT

We have developed several partnerships in the last years.

The most important one is our collaboration with aSSIST. Website: http://www.assist.ac.kr/English/

aSSIST (Seoul School of Integrated Sciences & Technologies) is a professional graduate school in South Korea offering Master & PhD degrees in business administration. aSSIST aims to foster business professionals that are highly aware of and knowledgeable about latest business-relevant trends and technologies, and their application to business sustainability and success.

BSL collaborates with aSSIST to run a "Big Data Boot Camp" with South Korean MBA students who work on highly demanding business analysis projects with Swiss companies. As an example, during the summer of 2018, aSSIST and BSL engaged with Nestlé and Swissquote to carry out two projects. The project with Nestlé was ongoing during the year and up to and including the next Boot Camp in the summer of 2019. BSL Faculty also travel to South Korea and teach on the aSSIST MBA programs.

BSL and aSSIST have developed together a Big Data Lab, offering consulting to companies in the frame of the common MBA program.

https://www.bsl-lausanne.ch/wp-content/uploads/2019/08/Big-Data-Reserch-Center\_brochure.pdf

BSL and aSSIST also collaborate to offer a double PhD/DBA degree to South Korean students. A first cohort of eight South Korean students have now begun this double degree, attending course modules in Seoul, and with BSL Faculty supervising their dissertations.



BSL-aSSIST Big Data MBA Graduation Ceremony August 2018



Oral Defense of aSSIST DBA candidate at Business School Lausanne - February 2020

# PRINCIPLE 6 - DIALOGUE

We will facilitate and support dialog and debate among educators, students, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

#### STAKEHOLDER DIALOGUE

We regularly conduct a dialogue with many different stakeholders in many different ways. Our website is for us an important mean to share our concerns, ideas and values, mainly through our blogs.

Here are a few examples of recent posts:

The journey of a recent BBA graduate, admitted to Oxford University for his Master, and his projects for the future are described under this link: https://bsl-blog.org/2019/10/16/finding-a-new-kind-of-energy-how-one-bsl-graduates-journey-is-taking-him-to-oxford/

Several blogs are dedicated to corporate responsibility, such as:

- · Empowering the social transition
- · Reflecting on 2018: complexity, messiness, progress
- · Five steps to make Company Value Statements work
- Responsible sourcing at Nestlé BSL students learn firsthand about key elements of corporate sustainability
- · Hacking for chocolate

They can all be found under this link:

https://bsl-blog.org/category/corporate-responsibility/



### PRINCIPLE 6 - DIALOGUE

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Appreciative Inquiry, Business Innovation and the SDGs – A winning combination can be found under this link:

https://bsl-blog.org/category/ethics/

A tribute to Kofi Annan, former UN Secretary General was posted by BSL president and can be found here:

https://bsl-blog.org/category/human-rights/

You can find many other blogs on our website:

www.bsl-lausanne.ch

Another way to share our vision is to be present in media. Faculty members are sometimes interviewed on topics related to sustainability. Here is an example:

https://innovation-time.com/sustainable-innovation-an-interview-with-sascha-nick/

BSL can also host events such as a Mediatraining Seminar with Romaine Jean, a well-known journalist in Western Switzerland and a member of the board of the NGO Helvetas. This event was organized by the Cercle Suisse des Administratrices in November 2019.

Another way to share our values and our approach to business is the participation of BSL students in competitions.

In 2019, Natalia Marassi (MBA student) was one of the winners of the 'The Mark Challenge' competition hosted by the international University of Monaco. Her project named Sharealook is a fashion community platform that revolutionizes the way we consume fashion.

http://www.themarkchallenge.com/edition.php?ed=2019



An important event in BSL's life and an opportunity to share our values with many stakeholders is our yearly graduation Ceremony.

# PRINCIPLE 6 - DIALOGUE

We will facilitate and support dialog and debate among educators, students, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability

In 2017, we awarded Doctorate Honoris causa degrees to two major players in the sustainability field:

Peter Bakker, President of the World Business Council for Sustainable Development, was awarded the BSL Dr. H. C. degree in recognition of his courageous and strong voice encouraging the business community to use their innovation power to solve the grand challenges of our time.

Kate Raworth, Senior visiting Research Associate of Oxford University's Change Institute and Senior Associate at the Cambridge Institute for Sustainable Leadership, was awarded the BSL Dr. H.C. degree in recognition of her significant contribution to the sustainable development through the Doughnut Model combining the planetary boundary and social limitation concepts.

To reinforce our message about the environment, we chose as speaker for our last Graduation Ceremony in July 2019 Mr. Marc Ehrlich, the president and CEO of VIPA (international trading of secondary raw materials, issued from recycling, for paper industry) and RETRIPA (global treatment of waste and recycling in French-speaking Switzerland). Mr. Ehrlich concluded his speech with a vibrant appeal to replace as soon as possible all plastic in the packaging industry.



Peter Bakker addressing the audience at the Graduation Ceremony - July 2017



Kate Raworth speaking about her doughnut economic model during the Graduation Ceremony - July 2017



Marc Ehrlich during his speech at the Graduation Ceremony -July 2019

### CONCLUSION

Business School Lausanne - Further Development

#### **CONCLUSION & FURTHER DEVELOPMENT**

A stronger development of sustainable entrepreneurship will be our guideline in the coming years. We will conclude our report with the following quotation from Dr. David Claivaz, Acting Dean of BSL:

"Among the principles that Saras Sarasvathy has identified at the heart of the methods of entrepreneurs, there is one that can be a powerful inspiration for those who want to make the sustainable business a reality: entrepreneurs do with the resources at hand.

Business students are essentially doers. Their uniqueness lies in their capacity to bring an idea into reality.

At BSL, we want to make a point that the entrepreneurial ethos and the entrepreneurial mindset pave the way to sustainability.

We see the emphasis we have put on entrepreneurial skills and mindset in all BSL programs as the most crucial support for sustainability.

We hope for entrepreneurial humanity doing with the resources at hand, rather than borrowing from the planet."



#### STAY CONNECTED

Blog: www.bsl-blog.org

Facebook: www.facebook.com/BusinessSchoolLausanne LinkedIn: www.linkedin.com/school/business-school-lausanne Instagram: www.instagram.com/businessschoollausanne YouTube: www.youtube.com/BSLSchool

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