



Olivier Cantet (E87)
Volunteer President of ESSEC Alumni

2020 was a year in which our association, like all of you, was suddenly faced with an unprecedented crisis in the form of the Covid-19 pandemic. It was a crisis that we were able to meet head-on. With determination, pragmatism, and a constant desire to build a more inclusive future for our student and graduate communities, wherever in the world they may be.

And so it was that this year suddenly and profoundly thrust upon us the most important challenge times: to serve the common good. It just so happens that this falls into perfect step with the humanist roots of ESSEC, which today find their modern expression in the three pillars of its RISE strategy: "Together", to find solutions to environmental and social challenges; "Metalab", for more ethical use of technology; and "Enlightening Entrepreneurship", driving sustainable innovation through entrepreneurship. ESSEC's new motto expresses its vocation to develop meaningful leadership for the future: Enlighten. Lead. Change.

As ESSEC's alumni association, it was vital that we examine the impact this acceleration would have on our role, and we focused on this strategic analysis throughout the final quarter of 2020. While we share the same heritage and values as ESSEC, we do fulfil a very specific role for the alumni: supporting them in leveraging their potential and boosting their impact, by harnessing the strength that lies in numbers. This means that we share ESSEC's brand signature, and strive to deliver its promises for our alumni.

This annual report shines a spotlight on the accelerated transformation that has been underway within the Association for the past four years, as well as the measures ESSEC Alumni has taken this year to grow in professionalism and meet new demands with a broader and more international range of services. Lifetime membership enables us to achieve our ambitions, and to offer you our support from your first day at ESSEC and throughout the rest of your career. As such, one of our priorities has been to help students find internships and graduate jobs. The past year also saw our transformation pick up pace. The most obvious example of this can be found in the use of digital tools and online collaboration. But that's not all. Here,

I am thinking primarily of the scaling up of our Career Services, or the new range of Lifelong Learning services. What drives us is a desire to create dynamic communities, while always doing more to serve our volunteers. We are entering the next few years with a pioneer spirit, ready to rise to any challenges that lie ahead. We will also have to quietly adapt our governance to fit these new paradigms.

More than ever before, I want to applaud the investment and solidarity of our 600 volunteers (community managers and club and chapter coordinators), as well as our permanent team, led by their Managing Director, Stéphanie Jossormoz (E94), without whom none of this would be possible.

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Lifetime Membership: Key to Realising our Mission

An expanded range of free services, more events, long-term initiatives, innovative tools... these are the things that the lifetime membership model makes possible. Everyone benefits from a whole host of advantages when we secure the financial future of our association, providing in return a professional service every step of the way. It is a win-win model without any time restrictions.



LIFETIME MEMBERSHIP IS NOW THE BENCHMARK

It is now the model of choice for major international universities (Harvard, Cambridge, Yale, McGill, etc.) and French business schools (HEC, EM Lyon, Edhec, etc.). The numbers make sense: in return for a single payment of €1,600, each of our alumni can benefit from the Association's services at any point in their career, with total peace of mind. The lifelong support provided by our Career Services (job-seeking, free coaching, etc.) is particularly valuable in our alumni's non-linear career paths.

LIFETIME MEMBERSHIP PROPELS UPWARDS MOMENTUM

It means that we can offer an increasingly extensive range of free services for an ever-wider audience, and over the long-term. Because often, it's those who have the least who need the most help: scholarship students, alumni in early or late career, or who are retraining. It is when each and every one of us plays our part that we can help everyone, at any stage of life. This principle of solidarity is an essential characteristic of our community.

LIFETIME MEMBERSHIP LETS US INVEST

This model enables us to invest in the vital tools we need to achieve our mission (digital innovation, communications, meeting spaces), thereby delivering the four pillars

of our work, all over the world:

- **INSPIRE.** Inspiring by leading by example. Providing a platform for our graduates, whose inspiring careers can stimulate ideas amongst their peers. It means building the reputation of ESSEC and our graduates, all over the world.
- **CONNECT.** Coordinating all of our communities, in France and around the world. Helping alumni who feel alone to join groups that are useful and meaningful to them.
- **SUPPORT.** Supporting the transformation process for both individuals and groups. Developing and enriching a range of quality, bespoke services, tailored to the specific needs of each individual alumnus.
- **TOGETHER TO ACT.** Encouraging generosity in all its forms: between generations, social classes, and during crises. The aim is to secure a lasting heritage built on a pioneering, humanist spirit.

LIFETIME MEMBERSHIP GUARANTEES UNLIMITED ACCESS TO OUR SERVICES

It is the keystone of our business model. Accounting for a majority of our income, it stabilises our budget and makes long-term action possible. It lets us plan ahead so that we can take more effective action, instead of spending most of our time and energy collecting annual subscriptions.



BREAKDOWN OF MAIN INCOME AND EXPENDITURE STREAMS IN 2020

2020 EXPENDITURE	€k
Operating Costs (administration, fees collection, rent, etc.)	1265
Events & Clubs/Chapters (conferences, talks, etc.)	529
Career Services	445
Charity & Donations	389
New Services (Lifelong Learning, etc.)	#380
News & Graduate Mobilisation	260
Digital Services	221
Depreciation/Provisions	378
TOTAL EXPENDITURE	3868

2020 INCOME	€k
Subscriptions	5658
• Lifetime memberships (students & graduates)	5374
• Annual Memberships	284
Other Income	238
TOTAL INCOME	5896

Operating Profits	2028
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2020 was an exceptional year for two reasons:

- The change in how we receive student subscriptions created a one-off increase in operating profits.
- Most events took place online, reducing the anticipated cost of face-to-face events.

KEY INDICATORS



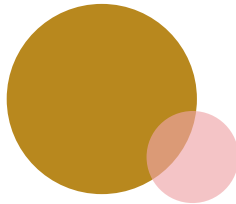
MONTHLY PERFORMANCE INDICATORS TO TRACK OUR PRIORITY ACTIONS

REPUTATION & IMAGE

55,000
COPIES OF REFLETS
MAG
50% OPEN
RATE FOR DIGITAL
VERSION



45,000
COPIES OF FRENCH
LANGUAGE
NEWSLETTER
24% OPEN RATE



19,000
COPIES OF ENGLISH
LANGUAGE
NEWSLETTER



www.essecalumni.com

15,700 ACCOUNTS CREATED
315,000 VISITS
4 PAGES VIEWED PER VISIT,
ON AVERAGE

Social networks (vs. other alumni associations)



ESSEC Ranking in Financial Times



#3
MASTER IN MANAGEMENT
GRANDE ÉCOLE

#5
EXECUTIVE
EDUCATION

USE OF & SATISFACTION WITH OUR SERVICES



Support for Graduates: Career Services & Lifelong Learning



14,000
SERVICE USERS
IN 2020

2021-2022 TARGETS:
17,000 (+20%)

NEARLY **300**
EVENTS AND
CONFERENCES
FROM OUR CLUBS/
CHAPTERS

Student Support

- 1300** service users (89% satisfaction rate)
- 167** network workshop attendees
- 245** internship interviews through the network
- 137** attendees at *Alumni talks* (Google, L'Oréal, BCG, etc.) 91% satisfaction rate
- 245** mentored students
- 124** mock interviews (94% satisfaction rate)
- 1784** internships & graduate job offers on Jobteaser

2400 service users (250% increase on 2019)

1800 Career workshop attendees (84% satisfaction rate)

360 coaching sessions (87% satisfaction rate)

220 new users of Chance online coaching

50 people took part in the ESSEC+ job-seeking programme

350 accessed Xerfi strategic studies and ESSEC MOOCs

650 offers on the exclusive ESSEC Alumni job board

4500 offers on Wats4U (grandes écoles job board)

450,000 offers on Goinglobal (international job board)



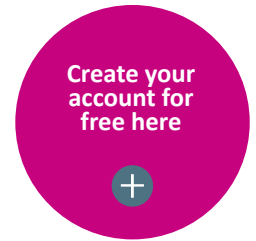
57,500
graduates

6600
students

13,250 members
11,500 lifetime members

Inspire: Raising the Profile of ESSEC and Its Graduates

Faced with the unthinkable in the unprecedented year that was 2020, it was impossible not to take a long, hard look at ourselves, to want to understand the world around us more than ever before, so that we could make enlightened choices and inspire each other. And this is still our top priority. Now more than ever before.



GRADUATES BY LOCATION

35,500 in Île-de-France
11,000 around France
10,000 overseas



WHAT ABOUT 2021?

Planning for the post-covid world.

- 28 January, round table on "4 Sectors That Will Evolve Post-Covid: Education, Events, Culture and Trade", hosted by the ESSEC Digital Club, was attended by 145 people.
- A conference on the challenges of remote working was held in Canada in May.

BOLSTERED COMMUNICATIONS DURING THE PANDEMIC

In times of crisis, the role of communication becomes even more vital. It is a way for us to connect with others, avoid isolation and build solidarity.

This is why we created a special space on our website to help our alumni weather the crisis. The outstanding investment and initiative shown by our alumni was showcased in our latest news, in our newsletter (published twice a week during lockdown), and in our Reflets magazine and social media channels.

SOCIAL MEDIA: TRAFFIC FUNNELS

Like never before, the pandemic boosted the relevance and strength of social networks. Need proof? Traffic directed to essecalumni.com from social media increased by 30% on 2019. LinkedIn is the biggest driver of traffic amongst ESSEC Alumni's social media channels. The ESSEC Alumni LinkedIn page has also recorded double-digit growth in members for every month since it was founded in November.

INITIATIVES TO COMBAT COVID-19

Our China and Singapore Chapters launched a mutual support platform in March 2020. Later rolled out more widely by the ESSEC Alumni team, it provided a way for alumni in difficulty all over the world to find solutions throughout the year, taking advantage of career coaching, building their network, or get support starting their own business.

ALUMNI INSPIRING US

Every week from March to July, we heard from the president of one of our chapters all over the world. It was a chance to catch up with our international and expat comrades, as well as to understand the different ways the pandemic was making itself felt and being managed, so that we could each cope a little bit better, in our own way. This catch-up was extended from September, in order to showcase our chapters and overseas opportunities.

Inspiring examples include:

- François Roth (E12), Amaury Courbon (E12) and Alexandre Martin (E12), co-founders of Colonies, raised €180m during lockdown, with their innovative approach as a real estate operator specialising in co-living.
- Jonathan Cherki (E11) raised \$190m, then \$500m for his unicorn, Contentsquare. This helped the platform, designed to optimise the digital experience of business websites and apps, achieve a total valuation of over \$2.8bn.
- In June, Anne-Claire Pache (E94) shed some light on #BlackLivesMatter by leading the conference entitled *How organizations can or should respond?*
- In August, Franck Annese (E00), founder of SoPress Group, told us how, beyond the omnipresent screens and social networks, lockdown confirmed that French people also like to read. He also set a new sales record with his investigation into Xavier Dupont de Lignonès, in Society.
- In December, Denez L'Hostis (E70), director of the France Nature Environnement partnerships, told us about his 50 years as an activist. He invited us to stay optimistic and to begin with consumer ecology: which means thinking about what we buy.



A HUGE THANK YOU TO OUR 600 VOLUNTEERS WHO COORDINATE OUR CLUBS AND CHAPTERS, FOR THEIR VALUABLE CONTRIBUTION AND INITIATIVE!

Connect: Harnessing the Collective Intelligence of Our Communities

Creating new communities, hearing more voices, and keeping up with events all over the world... 2020 was a powerful demonstration of strength in numbers.

STUDENTS

The ESSEC Alumni student team works to bring students into contact with as many ESSEC graduates as possible throughout their time at the School, helping them to get the best from the ESSEC network when making career plans (finding the right path, internships, starting a business, etc.).

More communications about our services: welcome email, new services video, communication in student association networks, reputation/image surveys to measure student satisfaction and the progress we have made.

Support for networking: monthly "Network a job/internship" workshops, individual coaching sessions for help finding an internship.

Networking with graduates:

- Monthly Alumni talks (Google, L'Oréal, BCG, etc.): a chance to chat with ESSEC graduates about their sector and internship opportunities, via video call from Cergy and Singapore (91% satisfaction rate)
- Mock interviews with our graduates: 124 interviews (up 35% on previous year), 94% satisfaction rate. Given how successful this service has been, we are planning two sessions per year from 2021
- Mentoring: see "Together to act" section, p. 7.

Support for student associations: call for projects to grant awards to three association initiatives.

CLUB EVENTS

2020 was still a great year for the life of our clubs, with 204 events (a fall of 7% on 2019) in spite of the pandemic. Four communities were launched or

relaunched in 2020, and have proven particularly active: ESSEC Transition Alumni (see. p. 7), Property & Planning, Sustainable Business and Sport Business.

Not to mention the many events organised by our Luxury, HR, Finance, Digital (including with one Jean-Michel Blanquer), Private Equity, Travel (support among grandes écoles), Provence Region (expert workshops), Romandy/Switzerland, ADEMBA, AAIMHI, Fine Art, Golf (winner of the Grandes Ecoles Cup), and Promo 93 Clubs... as well as the highly ACF AutoTech Grand Prix from the Automotive & Mobility Club.

INTERNATIONAL CHAPTER EVENTS

We consolidated our international presence with 87 chapters, including five new chapters for 2020 (Berlin, Munich, Hamburg, Tunisia, Miami).

Despite the restrictions that came with the pandemic, more than 70 major events were held:

A successful relaunch for many of our chapters, made easier online: United Kingdom, Germany, Brazil, Korea... and more besides.

Activist initiatives: USA (Black Lives Matter), Elisabeth Moreno (EMBA06) on gender equality (Africa in France), Hong Kong (beach clean-up).

Diversified activity around three themes: Careers (China, United Kingdom, Canada, Switzerland), sports/leisure (skiing, Halloween, grandes écoles evening events, etc.), and sector events often arranged to converge with our professional clubs (business breakfast, Finance, Tech... in the United Arab Emirates, United Kingdom, Israel... and more).

Following the creation of the China in France Club, it was now the turn of Africa in France.

WHAT ABOUT 2021?

It was a record-breaking start to the year for club and chapter events, with 6800 and 1500 people signing up from January to May, respectively: ACF AutoTech Grand Prix (800 in attendance!), Transition Professions Forum (775), Digital (303), Finance (212)... the list goes on.

Our clubs and chapters are going global and building close ties with the School:

- **The relaunch of the Finance Banking & Insurance Club** with more regular events (Fintech, sustainability, etc.) and an expanded, very active team
- **A growing Health Club:** new career and think tank hubs, international outlook, and links with ESSEC Life Sciences student association
- **The Spirituality Club with its annual ceremony,** held for the first time in-person and online (150 attending from all over the world, including Lebanon)
- **A regional inter-club careers event** scheduled for 1 June
- **Relaunch of the Law Club** by late 2021/early 2022
- **Chapter talks for our students** (United Kingdom, Canada, India, Brazil, and Switzerland, etc.), **hosting of study trips** (Luxembourg, United States, Netherlands, etc.) and **online events with our campuses** (Singapore, Morocco)
- **A return to face-to-face events for our chapters** (Asia, Australia, MENA, etc.)

OUR ENTREPRENEURS CLUB WEATHERS THE STORM

Our Entrepreneurs Club enlisted some high-flying guests, such as Geoffroy Roux de Bézieux (E87), head of MEDEF, and Cédric O, French Secretary of State for the Digital Economy.

The launch of an Entrepreneurs Slack channel in late December proved a success, and can already count on 500 members supporting each other and sharing contacts and best practices.

There has been some close and successful collaboration between the School (ESSEC Ventures, whose students joined the Slack channel) and our Entrepreneurs and Business Angels Clubs.

WHAT ABOUT 2021?

30% of alumni supported by ESSEC+ found a job in early 2021

2090 of you used our Career Services in four months, almost as many as in the whole of 2020

67 workshops held in January-April 2021

Support: Supporting Professional Transitions

Despite the pandemic, we expanded our services to support alumni seeking to realise their potential and help students and graduates succeed in their projects. In France, and around the world.

Click here to download ESSEC Alumni app



LIFELONG LEARNING: AN ENHANCED OFFERING

In 2021, we aim to deliver Lifelong Learning services to 1700 alumni. We would like to plan a Lifelong Learning & Class Reunion event. The idea is to invite every year group that is celebrating its 5th or 10th anniversary to attend a day-long event filled with lectures from iconic ESSEC professors and fun times together. The aim is to rekindle their pride at being part of ESSEC, by providing an opportunity to benefit from the School's academic excellence.

Cortambert Consultants means:

26 assignments in 2020, and 1500 since 1991

63 freelance consultants supported in 2020, and around 4000 since 1991

CAREER SERVICES

Significant increase in activity to help manage the pandemic

- More workshops, more often: 80% more in 2020 than 2019, with an average of 9 workshops every month, that's almost one workshop every other day!
- 10% increase in appointments with our career coaches, some 360 sessions.
- Jobseeking support groups (ESSEC+): five groups launched between June and December.

Three job boards for different needs

- Launch of a dedicated job board for alumni, with job ads posted by our graduates. More than 650 ads between May and December.
- Wats4U, a job board shared with other business and engineering grandes écoles: 4,500 ads for executive roles.
- JobTeaser: 1784 job offers for students looking for internships and graduate jobs.

CHANCE PARTNERSHIP

Chance is an innovative online coaching platform, launched by an ESSEC graduate: Ludovic de Gromard (E11). 220 graduates have used our exclusive partnership to find "the job that makes you happy" thanks to the power of "psytech".

INTERNATIONAL CAREER SERVICES

We have had a new career coach in Singapore since September 2020, followed in early 2021 by two coaches in North America. Our target: five international coaches by the end of 2021 (China, United Kingdom, etc.), providing local support to our international graduates and expats, helping them to find jobs or solve their professional challenges. Remember that with your membership, you get two free coaching sessions every year. Don't hesitate to use them.

LIFELONG LEARNING

The new Lifelong Learning range of services, launched in November, is intended to help our alumni to keep learning and keep growing throughout their working lives. Its offering is based around three themes:

- "Market Intelligence", to develop your knowledge of economic and social factors, drawing mainly on our partnership with Xerfi, as well as access to Masterclasses with and papers penned by ESSEC professors
- "Think Tanks & Clubs" to think and take action together, in partnership with ESSEC Alumni clubs and ESSEC chairs
- "Advanced Executive Programs" to keep updating your skills with ESSEC Executive Education and ESSEC's MOOC certificates.

CORTAMBERT CONSULTANTS

Cortambert Consultants (managed exclusively by volunteers) puts ESSEC graduate prime contractors in touch with ESSEC graduate freelance consultants, and suggests ways that they can work together. This "niche market" is unaffected by the pandemic, because it facilitates access to experienced consultants for SME and medium-sized businesses, which tend to be overlooked by the big consultancies.

Together to act: encouraging generosity in all its forms

In line with our humanist heritage, ESSEC Alumni and our community have distinguished themselves through their spirit of solidarity. Spontaneous, abundant, and varied initiatives against an unprecedented backdrop.

MENTORING, DRIVING EQUAL OPPORTUNITIES

We want to expand our mentoring programmes in every direction, as the leading manifestation of our solidarity between generations.

- 245 students from our Grande École and Global MBA programmes have been mentored. The aim is to facilitate their success and entry into the world of work, thanks to individual support and the experience-based insights from a graduate mentor.
- Expansion to other programmes planned for 2021-2022.
- Access to mentoring for 100% of scholarship students.
- Women's mentoring (EWA Boost'). Our instinct: to identify the invisible trip wires that make women's working lives more difficult. Since the summer of 2015, more than 125 female graduates have received support, in a time when the pandemic has accentuated gender inequality.
- Launch of mentoring programme for entrepreneurs before the summer.

TAKING ACTION FOR THE CLIMATE EMERGENCY

Founded in December 2020, the ESSEC Transition Alumni Club brought 600 people together for its online launch event! The Club is a place for ESSEC students and graduates who are committed to taking action on the climate, social, and environmental emergency, through three main actions:

- Proposing ideas and contributing to ESSEC's Together strategy
- Equipping alumni to help transform their companies
- Helping students and graduates move into these sectors of the future.

UNPRECEDENTED ACTION FOR UNPRECEDENTED TIMES

The pandemic gave rise to upsurges of solidarity all over the world.

- In May, our China Chapter took action to send 9000 masks to hospitals in Lyon. A thank you ceremony was held in Shanghai.
- A number of companies founded or managed by ESSEC graduates sprang into action: Action

Support France (Matthias Baccino, E10) imported millions of masks into France, Burger King (Jérôme Tafani, E80) donated 37,500 hygiene caps to ARS, Kaporal (Laurence Paganini, E87) provided 4000 masks for La Conception hospital in Marseille, Libhéros (Jean-Christophe Klein, BBA10/M11) accelerated the roll-out of telemedicine, Qare (Olivier Thierry, E91) launched Hoptisoins for healthcare staff in Parisian hospitals...

- A number of alumni formed peer support networks: Julia Denoly (E19) and Faustine Badrichani (E08) organised two charity raffles (@COLLABFORLOVE and We Give Collab'), Gregory Grellet (E09) put volunteers and healthcare staff in touch via enpremiereligne.fr...

Our community suffered a sorrowful record: the youngest victim of the Beirut explosion was the child of an ESSEC graduate (Paul Naggear, E10). We also lost Krystel El Adm (E08). Our Lebanese Chapter immediately organised a collection of donations from alumni, raising over €22k. The money was donated to two local NGOs: Arc en Ciel, which supports vulnerable communities, and Offre Joie, that works in the poorer disaster-struck neighbourhoods.

FORGING A DYNAMIC OF COLLECTIVE PHILANTHROPY

ESSEC Alumni wants to encourage its community to engage in philanthropy, and launched a campaign to contribute to funding the new ESSEC campus in Cergy. The idea is to mobilise our graduate communities in support of initiatives led by the ESSEC Foundation. By coming together to donate and support others, we believe we can add a new dimension to our clubs, chapters, and year groups, and forge deeper relationships between us all. ESSEC Alumni will match a donation of up to €300k, to encourage others to give. The campaign will run from September to December 2021, so get your communities ready, now!

Click
here to
support from
now Cergy
campus
reinvention



WHAT ABOUT 2021?



MENTORING

245 students mentored

2021-2022 target: expand mentoring to students of further ESSEC programmes.

In April, our women's mentoring scheme (EWA Boost') was expanded into the United Kingdom and Ireland.

Mentoring for entrepreneurs will be in place before the summer.

ESSEC ALUMNI FINANCES A HARDSHIP FUND FOR THE SCHOOL. **Every year, the fund supports a number of students in serious financial difficulty. What's more, from September 2021, the cost of lifetime membership will be heavily discounted for scholarship students.**

EVENTS & CONFERENCES

775 graduates attended the Transition Professions Forum, organised by the ESSEC Transition Alumni Club.

191 participants at the "Technology and the Environment: Developing More Sustainable Digital Technology conference" with the Digital Club and ESSEC Transition Alumni Club.

GOVERNANCE

ESSEC Alumni combines independence and solidarity, in particular with ESSEC, which participates in our Administration Board. ESSEC Alumni also sits on the School's supervisory board and board of directors, in addition to the constant support it provides through -the network (admissions panels, lecturers, -chairs, mentoring, etc.).

GENERAL ASSEMBLY

THE GENERAL ASSEMBLY is held once per year to vote on membership of the board, which is made up of 21 to 27 members, who serve on three-year terms.

ADMINISTRATION BOARD — 25 MEMBERS —

ADMINISTRATION BOARD APPOINTED SOME OF ITS MEMBERS TO FORM A BUREAU, LED BY THE PRESIDENT, THAT MANAGES THE ASSOCIATION'S WORK. ADMINISTRATION BOARD RULES ON THE MAIN DIRECTIONS TO TAKE AND ON THE BUREAU'S PROPOSALS.

ADMINISTRATION BOARD has seen most of its members replaced since 2018, to become more "volunteer centric" by incorporating the volunteers involved with our most active clubs and chapters, or other strategic activities for the School. Its 25 members are shining examples of the excellence and diversity found within our community:

Olivier Cantet (E87), President, EWA Boost'
Adrien Sommier (EXEC PG 10), VP for Digital & Acting Secretary General, Digital Steering Committee
Géraldine Segond (E00), Treasurer, Treasury, MDE1 and MDE2/MDE3 Steering Committees
Raphaëlle d'Ornano (E09), VP for Entrepreneurs, Entrepreneurs Steering Committee
Benjamin Athuil (E15), Entrepreneurs Steering Committee, former president of BDE
Pierre Auberger (E83), Co-leader of the External Communications, Steering Committee, Student Interviews, EWA Boost'
Anne Baumier (BBA15), Entrepreneurs Club, Digital Steering Committee, BBA Community, former VP for Les Mardis de l'ESSEC
Régis Béraud (E87), ESSEC Lyon Region, MDE1

Steering Committee
Jacques Bonafé (M17), Co-leader of MDE2/MDE3 and MDE2 Steering Committees
Richard de Cabrol (E14), Digital Steering Committee, Automotive Club Manager
Marie-Léandre Gomez (E93), ESSEC Professor, Lifelong Learning Steering Committee, Member of Supervisory Board
Olivier Grémillon (E03), ESSEC International, Lifelong Learning Steering Committee, mentor and student interviews
Natacha Hochet-Raab (E95), Luxury Club, EWA Boost'
Gurwan Le Gac (EXEC MBA 12), President of United Arab Emirates Chapter
Patrick Legrand (E74), Co-leader of Business Angels Club, Mentoring, Lifelong Learning Steering Committee
Anne Lepinay (E87), Career

Services, Lifelong Learning Steering Committee
Bing Li (EXEC PG 13), China Area Manager and Manager of China in France Club
Florence Midy (M96), Culture & Management Club Manager, Digital Steering Committee
Claire Protin (E15), Entrepreneurs Steering Committee, Digital Steering Committee
Tina Robiolle (E00), ESSEC Professor, ESSEC International
Sophie Rosso (E08), MDE2/MDE3 Steering Committee, Property, Cities & Regions Club Manager
Mariétou Sarr (M14), Carrefour Company Correspondent
Clémentine Tilliard (E02), Digital & Communications
Olivia Verbrugge (M09), President of the United Kingdom Chapter
Marion Vidal (M15), Entrepreneurs Steering Committee, New York, USA Chapter

THE TEAM — 10 PERMANENT STAFF —

THE TEAM was joined by a social media manager to accelerate our enhanced social media presence. In total, the team is made up of an optimal ten members of permanent staff, supported by freelancers with specialist expertise (journalists, coaches, etc.) and interns/fixed-term contracts for occasional peaks in activity (careers, etc.). The team is at hand on our Cergy, La Défense, and Singapore campuses, so that students have as many interactions with the community as possible from their very first day at ESSEC. We train students in how to use the network, and help them meet graduates who can support them in their plans.

OUR VOLUNTEERS — 600 MEMBERS —

VOLUNTEERS form the backbone of our business model, and without them the community would not exist. They manage and organise all of our clubs, groups, and chapters, in France and around the world. They organise events, conferences, class reunions... and more besides, to share their pride in belonging to ESSEC, helping to raise its profile all around the world. To do so, they count on support from the permanent staff, and the France and International community managers in particular.

Resources

PRIORITISING & MANAGING PROJECTS

7 STEERING COMMITTEES WERE CREATED TO TRACK OUR STRATEGIC PROJECTS BY DELIVERING THE FOLLOWING REMIT:

- Approve objectives and methods, and the continuity and consistency of the project
- Support the project team by sharing experience and access to network
- Assess operational decisions submitted by the project team
- Audit the budget and schedule
- Submit reports to the Administration Board

Each steering committee is made up of the project team (2-3 permanent staff and volunteers), 2-4 professional experts (directors and volunteers), general management, and the President of ESSEC Alumni Association.

1 Lifelong Learning Steering Committee

Objective: Continue optimising our offering.

Coordination: Frédérique Muller and Stéphanie Prévost, with Marie-Léandre Gomez, Olivier Grémillon, Patrick Legrand, Anne Lépinay, Fiona Marin (ESSEC Exec Ed), Capucine Journet, Hala Khouzami, François Courtin, Stéphanie Jossermoz and Olivier Cantet.

2 Digital Steering Committee

Objective: Rethink our digital ecosystem to improve the user experience across our three user categories (alumni, volunteers, and ESSEC Alumni staff).

Coordination: Adrien Sommier with Anne Baumier, Racchana Phcar, Richard de Cabrol, François Courtin, Jesse Créange, Pierre Guimard, Florence Midy, Côme Perpère, Cédric Ponsot, Claire Protin, Othmane Senhaji Rhazi, Lou Welgryn, Stéphanie Jossermoz and Olivier Cantet.

3 Entrepreneurs Steering Committee

Objective: Ensure there is synergy between projects and initiatives from the School and the Association.

Coordination: Stéphanie Prévost with Nicolas Landrin (School), Benjamin Athuil, François Courtin, Naïma Jebbouri (School), Jan Lepoutre (School), Sarah Nokry (School), Raphaëlle d'Ornano, Pierre-Emmanuel Saint-Esprit, Jean-Régis de Vauplane, Marion Vidal, Stéphanie Jossermoz and Olivier Cantet.

4 External Communications Steering Committee

Objective: Raise ESSEC's profile without resorting to paid advertising, by making our alumni our finest ambassadors.

Coordination: Pierre Auberger with Jean-Noël Felli, Natalie Kettner (School), Tanguy Moillard, Nicolas Pécourt, Chloé Pigeon, Stéphanie Jossermoz and Olivier Cantet.

5 Maison des ESSEC Steering Committee (MDE1)

Objective: Assess the relevance and conditions of sale of the MDE on Rue Cortambert.

Coordination: Marc Bokobza and Jacques Bonafé, with Régis Béraud, Antoine Mesnage, Jean-Pierre Scotti, Géraldine Segond, Laetitia Treves, Stéphanie Jossermoz and Olivier Cantet.

6 MDE2/MDE3 Steering Committee

Objective: To find and furnish new premises that are worthy of our ambitions and within the limits of our budget.

Coordination: Marc Bokobza and Jacques Bonafé with Anthony Anziani, Éric Delecourt (School), Dominique Esnault, Sophie Rosso, Géraldine Segond, Stéphanie Jossermoz and Olivier Cantet.

7 Treasury Steering Committee

Objective: To provide an external opinion on how the Association's treasury is being managed.

Coordination: Géraldine Segond, François Dutreil, Olivier Cantet and Stéphanie Jossermoz (currently in process of being formed).

THE ETHICS COMMITTEE

The ethics committee was set up with the appointment of five former presidents of ESSEC Alumni and a selection of graduates, which will vary

with the subjects examined. In 2021, it is monitoring the sale of the MDE1, and will next examine the reform of our statutes.



DIGITALISING OUR SERVICES

The pandemic has been an extraordinary accelerator, given how important remote working has become to all of us. The creation of a KPI dashboard enables us to measure our performance and track our progress at high levels of granularity

OUR WEBSITE IN FIGURES

15,700 active accounts (26% graduates, a 30% increase in one year)

18,650 users every month

103,000 pages viewed every month, or 1,236,000 over the course of the year

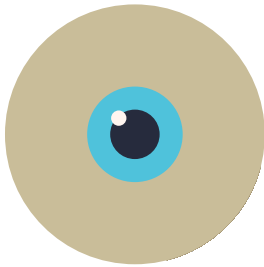
3 min: duration of the average visit

42% of traffic from mobile

GOALS FOR 2021

- Improve the website user experience (sign up for events, access our services, etc.) using analytics and tracking, as well as A/B testing campaigns
- Update the directory, and personal email addresses in particular, so that alumni can get in touch with each other
- Compare newsletter best practices to improve its format
- Continue our work to standardise our groups on social networks and our training for volunteers, for optimal usage
- Use Slack to coordinate our communities and streamline the experience for alumni involved in several clubs and chapters

Our Business Model



ANALYSIS OF 2020 FINANCIAL YEAR

Highlights of 2020 included:

- The continued restructuring of the Association
- The launch of new services like Lifelong Learning
- Enhanced communications and Career Services, which were particularly vital in this pandemic year.

The surplus profits are explained by a unique context (see p. 2). This will enable us to invest in our digital platforms, so that more and more people can benefit from our services, all while managing costs (see composition of reserve fund and detailed investments, opposite).

2021 BUDGET

In 2021 we are seeing a return to a stable income, provided stability in by lifetime memberships.

Operating expenses increased, due to:

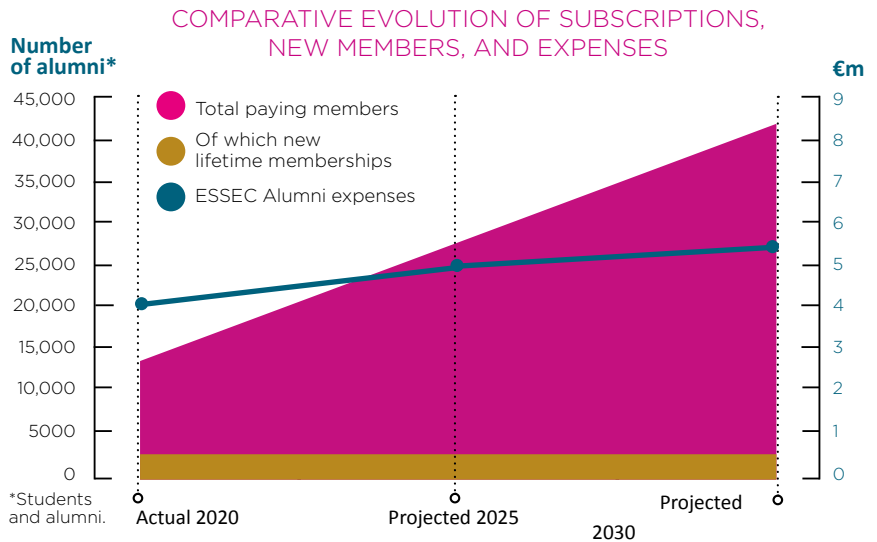
- Continued growth in new (Lifelong Learning) or consolidated services in 2020
- A return to hybrid events
- Extra support for volunteers working with these new formats
- The “full year” effect of more recent recruitment.

OUR TEN-YEAR GOAL: FINANCING OUR PROMISES

The number of members will double by 2025 and triple by 2030, growing from 14,000 today to 42,000 in ten years’ time. Our members will be younger, more international, and less Paris-centric.

In parallel, our expenditure will increase slightly every year in order to follow a financially viable trajectory, all while remaining

ambitious in terms of coordinating the community and expanding our offer of services, both of which are essential to raising our profile and keeping our members happy. Most of our income comes from new lifetime memberships. This is a figure that should remain stable, at around 3000 every year.



In operational terms, this means we will encounter new challenges between now and 2025:

- Decorrelate the number of service users and operating costs, notably through the use of digital platforms
- Constantly improve efficiency to optimise our expenses while doubling the number of people using our services
- Train and equip our volunteers to run more initiatives, harnessing their energy and skills.

To maintain a balanced P&L over the next ten years, we need to develop additional revenue sources if we are to maintain the current dynamic: more subscribers, more services, more initiatives.

We also need to cement our “lifetime” balance sheet through two complementary actions:

- Divide our cash-flow so that we can

weather uncertainty, finance our growth, and keep delivering services to our lifetime members over the next 40 years. The allocation and management procedures are currently being finalised (see Treasury & Ethics Committee), between:

- A reserve fund to manage one-off crises (pandemics, etc.), sufficient to cover a whole year with no income
- An investment fund to provide capex support our transformations, and digital in particular
- Cash-flow covering future occasional operational needs
- Manage our property assets independently of our cash-flow, leveraging the asset we have in the Maison des ESSEC on Rue Cortambert; taking out long-term bank loans, facilitated by our regular income from lifetime memberships; and accessing new forms of participative funding, to be explored with our alumni.

EXPENDITURE BY COMMUNITY

	Real 2020	Budget 2021	Target 2030
Students*	25%	21%	20%
International Graduates**	17%	21%	30%
Graduates in France***	58%	58%	50%

Weighting in ESSEC population! 10%*, 18%**, 72%***

DISTRIBUTION OF COSTS

	Real 2020	Budget 2021	Target 2030
Structural costs	33%	28%	30%
Service costs	67%	72%	70%



59 clubs

70 year-group groups

87 international chapters

Strategic Plan 2020-2030

By 2030, we will number some 82,000 alumni and 42,000 members. In addition to the long-term security of our “lifetime” balance sheet (see p. 10), the priorities in our ten-year plan are our continued international expansion (see above), our digital strategy, and our new Maison des ESSEC.



DIGITAL STRATEGY: OPTIMISING THE USER EXPERIENCE

The ESSEC Alumni digital ecosystem has to fulfil **four major roles**

- Provide students and graduates with straightforward and practical access to the Association’s services and communities, fostering their participation through a “freemium” model.
- Leverage and support our 600 volunteers who coordinate our clubs and chapters, and encourage them to move from one club/chapter to another.
- Support the ability of teams at ESSEC Alumni to transition from coordinators of a network of former students, to managers of diverse, active communities.
- Bridge a link between the School and the Foundation, especially to facilitate the student to graduate transition.

The pandemic and the increase in the percentage of student and recent graduate members have created new (and high) expectations, and accelerated the generational divide. We owe it to ourselves to meet these expectations, for each and every one of us.

Being an ESSEC alumnus means taking part in a unique ecosystem, whose strength also lies in the engagement of its stakeholders. And it is by offering a simplified, clearly expressed experience that we can deliver higher quality and mobilise our alumni. **To do so, we need to transition from a partly centralised digital system,**

to a decentralised – but organised – system.

It all begins with the database: we need to get more from the detail in our data and link all of our tools (including LinkedIn), to better understand the habits and expectations of our different users.

Work will begin in three areas:

- To do what we already do, but better: simplify the central website to clarify our service offering, improve coordination of our social networks, using new shared tools, etc.
- Innovate and simplify, for example by developing non-written content (podcasts, videos, etc.).
- Decentralise, by offering digital “toolkits” to our communities.

We will take care to standardise these tools in order to **maintain streamlined connections between students, graduates, ESSEC and ESSEC Alumni staff, and volunteers.**

A 2021 roadmap is currently being finalised, which will see us focus on a few goals and describe the milestones on the way to achieving them, along with the resources and structure we need to get there.



MAISON DES ESSEC: A PLACE FOR EVERY ESSEC GENERATION IN CENTRAL PARIS

In 1996, the 123 founders of the Maison des ESSEC (MDE1) in Paris on Rue Cortambert

made a generous donation to fund the acquisition of the property in its entirety. But we can no longer use it to host events for more than 20 people, nor is it accessible for people with reduced mobility.

This means that we are looking for new premises (MDE2) to lease as soon as possible, to find a place where graduates and, in particular, students and the younger generation can get together, in an effort to encourage inter-generational contact and the organisation of hybrid events (face-to-face/online).

But the ultimate project is MDE3: the purchase of a 1500m² to 2000m² space to offer future generations a place that matches their expectations and, in particular, those of entrepreneurs: informal meeting spaces, co-working spaces, and cutting-edge digital equipment. The future Maison des ESSEC should also serve as a digital home for all, with its ability to produce and share digital content, meet online, host hybrid events, and provide digital services for our alumni throughout France and overseas.

It is now the case that the continuing Education ESSEC Executive is planning to move out of its CNIT campus in central Paris by 2025. The project could be delivered in partnership with CentraleSupélec, already a partner in our shared programmes, especially for artificial intelligence. **Our desire is to share the same premises as the School or be located nearby, to position our community at the heart of this project that is so emblematic of our strategy and that of ESSEC.**

The MDE3 project is a structural project, funded through the sale of the current MDE and a mortgage, and will not make use of the Association’s current cash flow. We have set up special governance to oversee the project: the MDE1 steering committee, supervising the sale of the premises on Rue Cortambert; the MDE2/MDE3 steering committee; and the ethics committee.

WE NEED TO DEMONSTRATE FREEDOM AND RESPONSIBILITY IF WE ARE TO TAKE POSITIVE ACTION IN THE WORLD. FREEDOM MEANS DARING TO THINK OUTSIDE THE BOX, IT MEANS THE PIONEER SPIRIT. IT ALSO MEANS WORKING TOGETHER, DRIVEN BY OUR VALUES AND TALENTS, TO INVENT NEW VIRTUOUS MODELS FOR THE PLANET AND FOR SOCIETY.

Because we believe that we are on this planet for a reason: to contribute to the common good. Because we believe we have the keys to deliver the transformation our world sorely needs.

Because we want to experiment, innovate, defy convention, dare to make mistakes, stay humble, and invent the future.

Because we as individuals have an obligation to cultivate our talents and solidarity, and to express them in our actions, so that together we can have a visible impact on the major challenges of our time: technology, ecology, governance, etc.

Because we are welcoming and respectful to all, whatever their beliefs, culture, and weaknesses, so that diversity and intergenerational solidarity become an asset that creates opportunities.

WE EQUIP OURSELVES WITH THE TOOLS WE NEED TO DELIVER OUR MISSION: TO SUPPORT OUR ALUMNI IN LEVERAGING THEIR POTENTIAL AND BOOSTING THEIR IMPACT, BY HARNESSING THE STRENGTH THAT LIES IN NUMBERS.

Enlighten. Lead. Change.

Enlighten. To enlighten is to give free and responsible thinkers the tools they need to understand the world's complexity before making a decision. To enlighten is to show what is possible by leading by example. It means sharing inspiring stories in their positive contribution to our changing society.

Lead. To lead is to drive forwards, instilling confidence to stimulate the desire to create and take action. It means leveraging the power of the network to connect with alumni in France and overseas. It means encouraging generosity in all its forms, especially through mentoring, philanthropy, and mutual support in an uncertain world.

Change. To change is to transform. It is to deliver cutting-edge Career Services and Lifelong Learning that support the process of individual, collective, and societal change, making the interests of the business world more compatible with the living one.

WE STAND READY TO TAKE ACTION TOGETHER, TIRELESSLY, AND EVERY DAY, FOR THE COMMON GOOD.

Enlighten. Lead. Change.



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