

INSEAD

Alumni Association
Switzerland

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2026



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The INSEAD Alumni Association Switzerland at a glance

Join the INSEAD Alumni Association Switzerland to network with your peers, learn about the latest trends and innovations in business, and rekindle the INSEAD spirit.

We are here to help you **connect, discover,** and **grow,** at every stage of your career.

Don't miss out on our 70+ events across Switzerland, including relaxed get-togethers, panel discussions with leading experts and INSEAD professors, and family-friendly cultural outings.

Our volunteers breathe life into our alumni community. We welcome your suggestions for new events, venues, and topics. Simply get in touch with one of our club and chapter presidents or email us at administrator@insead.ch.

Quick facts

3500+

alumni across Switzerland

77

events in 2025

5

regional chapters

- Basel
- Geneva
- Lausanne
- Ticino
- Zurich

6

clubs

- Energy
- Entrepreneurship
- Healthcare
- INSEAD Corporate Governance Club
- INSEAD Women in Business (IWIB)
- INSEAD Private Equity Club (IPEC)

3

career development programs

- INSEAD Board Initiative (IN-BOARD)
- IWIB Swiss Mentoring Program
- ON TRACK

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Cover picture Pont Hans Wilsdorf, Geneva.

Built in 2012 as a tribute to Hans Wilsdorf, the founder of Rolex, this sculptural 85-meter-long bridge across the Arve River was designed by Rino Brodbeck and Jacques Roulet and financed by the Hans Wilsdorf Foundation.

President's Message



Watch
Mafalda Tenente's
full message



Dear INSEADers in Switzerland,

Thank you for your trust at our 2025 General Meeting in choosing me as your President for the next three years. It has been a pleasure to serve with Philippe Mauron and I am grateful for his ongoing commitment to our community. 2025 has been a flagship year for the school, with our first Nobel Prize and the 25-year anniversary of our Asia campus, among others. Here in Switzerland, another dynamic year has seen our IN-Board chair and IDN ambassador join forces to form the INSEAD Corporate Governance Club and the launch of the ON TRACK program by the IWIB club. Our website also has a fresh new look.

Over the past two decades, I have witnessed first-hand how our alumni community has grown and changed. Back then, I was one of less than 20 volunteers nationwide. Today, we can count on a network of 70 volunteers, across more regions and industries, and with far stronger gender representation and diversity of INSEAD programs. Switzerland remains one of the most engaged alumni associations in the world. This is your legacy. Members provide the trust and resources; volunteers bring the brilliance to deliver.

As I look to the next two and a half years, these are the goals I look forward to pursuing together.

Lead with transparency

By June 2025, the association reduced the excess cash reserves accumulated since 2020 to a level appropriate for a non-profit. This was achieved by temporarily reducing membership fees, increasing event subsidies, and investing in better tools and processes for events and membership management. Going forward, the association operates in line with membership revenues and targets a balanced budget. In line with this approach, we will slightly scale back the number of events in 2026 and place greater emphasis on our high-quality business events.

Stay regionally close, nationally connected

Events that bring together alumni from across Switzerland, such as the Verbier Ski Weekend or the Swiss INSEAD Gala, create shared national experiences, while smaller gatherings foster strong local ties. We aim to maintain this balance between nationwide and regional events. In parallel, we will strengthen national coordination around fixed dates such as Giving Day and INSEAD Day, with a more consistent and collective approach across Switzerland.

Champion innovation

INSEADers are bold leaders committed to improving society, and our association reflects these values. I would like us to continue to explore new formats, partnerships, and ways of engaging our alumni while strengthening our reputation in Switzerland. As always, we welcome the energy and brilliance of additional volunteers across our clubs and chapters. The board and I are here to listen to and champion your best ideas. Here's to more brilliance in 2026 and beyond!

Mafalda Tenente

News from the School



Philippe Aghion lecturing at the Aula Magna, Stockholm University, 8 December 2025.
© Nobel Prize Outreach. Photo: Nanaka Adachi

INSEAD Professor Philippe Aghion Wins Nobel Prize in Economics

Philippe Aghion, the Kurt Björklund Professor in Innovation and Growth at INSEAD, was awarded the 2025 Nobel Prize in Economics, sharing the honor with economist Peter Howitt of Brown University and historian Joel Mokyr of Northwestern University.

The Royal Swedish Academy of Sciences recognized the trio's groundbreaking research on how innovation drives economic growth. Howitt and Aghion jointly developed the influential theory of "creative destruction", which shows how the continual replacement of old technologies by new ones drives sustainable, long-term prosperity. Philippe Aghion also holds appointments at the Collège de France and the London School of Economics.

"What is interesting about creative destruction is that at the heart of the paradigm is a contradiction. On the one hand, you need innovation rents to motivate innovation activity. On the other hand, yesterday's innovators are tempted to use their rents to prevent subsequent innovation because they don't want to be subject to creative destruction themselves. Regulating a market economy is a lot about how to manage this contradiction.

Creative destruction is a source of social mobility... If you reform competition policy you will make your economy more innovative because more new talents can come in and innovate... Creative destruction can deliver sustained and inclusive growth and prosperity provided appropriate policies are put in place."

Philippe Aghion, Nobel Prize Lecture

Watch
Philippe Aghion's
Nobel Prize lecture





Julien Firmenich



Stephen Marchisio, Ambassador of France to Singapore and Francisco Veloso, Dean of INSEAD

Swiss Alum Julien Firmenich supports Fontainebleau Campus Re-imagination with €5 M gift

INSEAD has received a €5 million donation from fellow Swiss alum Julien Firmenich, MBA'08J, CEO of Anaïs Ventures, to support its Europe Campus Re-imagination project. Launched in 2023, the initiative aims to modernize the Fontainebleau campus with advanced digital infrastructure, flexible learning spaces, and environmentally sustainable design.

The project is part of the school's broader effort to redefine business education and create a campus environment that fosters innovation, reflection, and connection within the natural setting of the Fontainebleau Forest. In recognition of this gift, the future Advanced Education Centre building will be named the Firmenich Advanced Education Centre.

"As our society enters the age of artificial intelligence, supporting advanced education and research is more important than ever. INSEAD has shaped who I am — as a leader, an entrepreneur, and a global citizen. It is a force for good in the world. Reimagining the campus in Fontainebleau is more than a building project; it is an opportunity to ensure that INSEAD remains a catalyst for bold ideas, meaningful experiences, and lasting positive impact."

Julien Firmenich, MBA'08J

INSEAD celebrates 25th anniversary of Asia Campus

This year marked the 25th anniversary of the INSEAD Asia Campus in Singapore, celebrating a quarter-century of pioneering business education and global leadership development. Established in 2000 as the school's second full-fledged campus, it has grown since into a strategic hub with 55 faculty members, welcoming over 1,300 students and 3,500 executives annually. The INSEAD community in Asia now includes 13,000+ alumni, of which 4,000+ are located in Singapore.

The celebrations will continue throughout this academic year with key events such as the annual launch of the Global Talent Competitiveness Index (GTCI), the Learning Summit and the INSEAD for Impact Program, reinforcing the school's commitment to innovation, inclusivity, and thought leadership.

Energy Forum Davos 2025 Redefines a Strategic Asset

On 22 January 2025, board members, senior industry leaders, and thought leaders gathered at the Energy Leadership Forum in Davos, organized by the Energy Club to fundamentally reshape the global energy narrative. Titled “The Great Energy Shift: From Cost to Strategic Resource,” the forum marked a pivotal moment in the ongoing energy transition debate.

A paradigm shift in energy thinking

The debate’s central revelation was the redefinition of energy from a mere operational cost to a strategic asset. This fundamental shift is poised to revolutionize corporate and national approaches to energy. It offers new tools to address diverging challenges, including energy security and independence, environmental impact, energy poverty, social equity, and economic growth.

A systemic approach and improved efficiency

Participants stressed the critical importance of systemic thinking to navigate this transition. Encompassing supply, demand, infrastructure, efficiency, and education, this approach offers a comprehensive framework for identifying optimal transition and removing the systemic vulnerabilities of the current supply-driven model.

Another key insight was the symbiotic relationship between demand and supply. Understanding energy demand patterns is crucial for planning infrastructure and technology assets. The forum also highlighted the overlooked importance of efficiency, echoing the adage that “the cheapest energy is the one not consumed.” Improved efficiency leads to superior performance and reliability while cutting demand.

Technology and innovation

While innovation is essential, panel members emphasized the immediate availability of proven, reliable technologies to systemically de-risk the energy transition. This pragmatic stance balances the allure of new but unproven solutions with the need for dependability. Identifying reliable tech partners is therefore critical.



The crucial role of boardrooms

The forum identified corporate boards of large industrial, mobility, and defense companies as linchpins in the transition. Key recommendations for boards included: viewing energy strategically, adopting flexible, medium-term financial planning horizons, and recognizing the limitations of market prices in strategic decisions.

Finally, the forum highlighted the importance of basic energy education in strengthening democratic processes. The commitments made in Davos are set to reverberate, accelerating the global shift toward a more strategic energy future.

Marco Montefiori, Energy Club President

Want to learn more about this topic?

Please reach out to **Marco Montefiori**, MBA'05J, Energy Club President or **Lars Schernikau**, MBA'96D, Energy Club Committee Member.

Companies represented at the conference

- ABB
- Blykalla
- Energy Infrastructure Partners
- GE Vernova
- Leonardo
- Leyten
- newcleo
- Rockwool
- SBB
- TVP Solar

2025 Highlights: a year of learning and connecting

Across every season, our volunteers create year-round opportunities for alumni to explore emerging topics, engage with leading Swiss companies, and strengthen connections. Here is a snapshot of the standout business events of 2025.

Protectionism and Competitiveness with Professor Arturo Bris

Lausanne Chapter

On 6 February, 25 INSEAD alumni joined graduates of several leading business schools at the IMD campus in Ouchy, Lausanne, for an engaging evening discussion with Arturo Bris (PhD, INSEAD), Director of the IMD World Competitiveness Center.

Prof. Bris shared key insights on how global dynamics are shaping business decisions, why national competitiveness is often misunderstood, and how to rethink globalization. The presentation was followed by an interactive Q&A and a standing cocktail reception.

The event was organized by **Alain Le Berre**, MBA'93D, **Pascal Prevost**, IEP F/F'04J, and **Vivek Dogra**, MBA'04D, Lausanne Chapter President.

AI for Executives Webinar

Geneva Chapter

On 3 March, 28 alumni joined a webinar exploring how businesses can leverage generative AI to gain competitive advantage.

Panelists François Candelon, Partner at Seven2, Theos Evgeniou, INSEAD Professor of Technology & Business, and Francis Gurry, former Director General of WIPO, shared insights on business model innovation and intellectual property strategy. The online session offered strategic frameworks and best practices to help executives confidently shape AI adoption in their organizations.

This compelling webinar was organized by **Fabio Annovazzi**, MBA'90J, **Dimitri Vaharis**, MBA'17J, and **Mayssa Scheib**, MBA'14J, Geneva Chapter President.

NextGen Business & Leadership: Improve your Future-Readiness

INSEAD Corporate Governance Club

The strategies and methods needed by boards not just to prepare for the future but to actively shape it were explored in a lunchtime discussion on 7 March at Hotel Schweizerhof in Zurich.

Fennemiek Gommer kicked off the session by sharing key insights from her best-selling book "Boardroom Creativity: How to Design the Future of Your Business." The 30 participants then broke into smaller groups to discuss real-world business and leadership dilemmas. The session concluded with a plenary debrief, sharing lessons learned from the group discussions.

The organizers were **Mary Antenen**, IDP-C'16Oct, and **Matthias Frieden**, MBA'05J, Co-Presidents of the INSEAD Corporate Governance Club.





INSEAD Giving Day 2025

Zurich, Geneva, Lausanne, Zurich and Lugano chapters

On 20 March, 60 alumni came together simultaneously across Switzerland to give back to the school while catching up with friends over drinks.

Every year, Giving Day is an opportunity to reconnect with fellow alumni and remember our shared INSEAD values: diversity, focus on entrepreneurship, and a commitment to positive impact. Thank you to the organizers and to all who donated, no matter the amount.

State of the Private Equity Industry

INSEAD Private Equity Club

For the fifth time since 2016, 112 alumni and guests gathered in Zurich to learn about the latest trends shaping the private equity industry. Bain & Co's Rolf-Magnus Weddigen, MBA'92D, and Moritz Vielhauer stressed that PE rebounded in 2024, with momentum expected to continue in 2025. Two experienced PE practitioners, Giovanna Maag (Altor Equity Partners) and Kasper Sørensen (BU) then discussed the challenges facing companies in this highly competitive industry.

Organized by **Martin Spirig**, MBA'06J, IPEC President, **Richard Bissonnet**, MBA'81, and **Reto Gyga**, MBA'13D, Zurich Chapter President, the evening concluded with a networking cocktail.

The art of time: luxury watchmaking insights and aperitivo at Bulgari

Geneva Chapter

On 16 April, the Geneva Chapter hosted an afternoon seminar focusing on luxury watchmaking, in partnership with Fondation de la Haute Horlogerie (FHH) and Bulgari. INSEAD researchers Émilie Cousteau and Katia Kachan addressed luxury trends and sustainability in watchmaking, followed by a panel discussion moderated by Clio Godrèche, FHH, with Catherine Eberle-Devaux, Bulgari Global Watch Communication Director, and Pascal Ravessoud, Vice-President of FHH. The evening included captivating storytelling and technical insights into iconic Bvlgari collections, such as Tubogas and Octo Finissimo, complemented by an Italian-style aperitivo with champagne, canapés, and live music.

The event was organized by **Katia Kachan**, MBA'16D, **Doina Cebotari**, MBA'13J, **Ingrida Elijsiute**, IEP'07Mar, and **Mayssa Scheib**, MBA'14J, Geneva Chapter President.

The Private Equity Evolution with Moonfare

INSEAD Private Equity Club

The private equity industry, once the domain of institutions and ultra-high-net-worth investors, is gradually opening to a broader audience. On 22 May in Geneva, Samuel Boughton, MBA'19D, Head of EMEA for Moonfare, a leading digital investment platform, joined 23 alumni to discuss how technology and innovation are reshaping access to private equity. He shared insight into how his firm is navigating regulatory, operational, and investor-related hurdles to open this asset class to a wider base.

The event was organized by **Konstantinos Dermanis**, MBA'13D, **Théodore Sarasin**, MBA'21J, and **Martin Spirig**, MBA'06J, IPEC President.



The Future of the Swiss Energy System

Energy Club

On 26 June, 25 alumni gathered in Baden for an in-depth discussion on the future of Switzerland's energy system, hosted by Axpó.

Dr. Martin Koller, Head of Group Strategy & Economics, and his team (Silvia Milan, Yves Schönenberger, and Simon Weiher) shared insights on national energy strategy, market dynamics, innovation, and the growing tension between security of supply, affordability, and sustainability. The talk also touched on rising electricity demand, winter supply risks, and the importance of hydro storage, grid infrastructure, and system flexibility.

The event concluded with a thought-provoking Q&A followed by networking over an apéro. It was organized by **Marco Montefiori**, MBA'05J, President of the INSEAD Energy Club Switzerland, and **Alexander Stadelmann**, MBA'20D.

INSEAD Bridging Ideas Geneva

INSEAD

As part of an exciting new series connecting INSEAD thought leadership with the school's dynamic global alumni community, 59 Swiss alumni had the unique opportunity to attend a faculty masterclass and panel discussion on 3 July, hosted by Pictet in Geneva.

Ivana Naumovska, Professor of Entrepreneurship, introduced the topic of private capital and entrepreneurship, followed by a panel discussion and Q&A with Dean Francisco Veloso, Lily Fang, Professor of Finance, and **Zsolt Kohalmi**, MBA'02D, Co-CEO of Pictet Alternative Advisors.





Women on Boards: Building a Non-Executive Career

INSEAD Women in Business and INSEAD Corporate Governance Club

On 16 September in Zurich, seasoned board professional Déborah Carlson Burkart, IDP-C'19Sep, shared her hard-earned lessons on excelling in non-executive roles. She outlined how to secure a first board appointment, avoid common pitfalls, craft a board ready profile, and deliver impact, with a focus on diversity and inclusion. The 35 participants then continued the discussion over networking drinks.

The event was organized by **Mary Antenen**, IDP-C'16Oct, **Matthias Frieden**, MBA'05J, Corporate Governance Club Co-presidents, **Durhan Erturk**, MBA'16J, and **Andrea Ullmann**, MBA'10J, IWIB President.

Multipliers®: How the Best Leaders Ignite Everyone's Intelligence

Zurich Chapter

On 21 October, 21 alumni gathered at the Sheraton Hotel in Zurich to learn how leaders can unlock team energy and intelligence by amplifying the capabilities and performance of others. Two senior executives from FranklinCovey Switzerland, Alexa von Klitzing and Jakob Bovin, shared practical insights on how adopting this mindset helps managers boost innovation and engagement within their teams.

This event was organized by **Niko Kontoyannis**, GEMBA'24, and **Reto Gygax**, MBA'13D, Zurich Chapter President.

AI in the Organization: Real Cases and Real Results

Geneva Chapter

Around 70 participants from diverse industries and business schools gathered at the UBS Auditorium in Carouge on 27 November for an in-depth panel discussion on real-world AI implementation.

Four senior practitioners shared candid insights into scaling AI, building future-ready talent, capturing measurable business value, and navigating common pitfalls.

Expertly moderated by Ricardo Arce, MBA'05D, the panel discussion was widely praised for its clarity and engagement. The evening concluded with networking in the auditorium's beautiful foyer.

Panelists included:

Brontë Hamilton, INSEAD TGM 2022, Destinus
Maryam Gudin, INSEAD MBA 2013, Pictet Asset Services
James Howe, INSEAD MBA 1993, International Trade Centre
Emanuele D'Agati, IMD EMBA 2022, Bayer Consumer Health

The event was organized by **Doina Cebotari**, MBA'13J, **Victor Svensson**, EMCCC'16S, **Ricardo Arce**, MBA '05D, and **Mayssa Scheib**, MBA'14J, Geneva Chapter President.

Maintaining career momentum through motherhood

The transition to parenthood disproportionately shapes women's careers, driving most of the gender gap in Switzerland. This year, INSEAD Women in Business (IWIB) Switzerland is launching ON TRACK, a program supporting mothers at this critical time of life.

By Andrea Ulmann, IWIB President

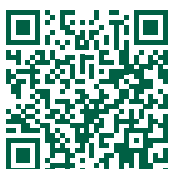
Across professions, cultures, and sectors, one transition consistently shapes women's careers more than any other: the arrival of a first child. In developed economies, decades of progress in education, access, and pay equity have narrowed the gender gap. As a result, **the "child penalty" has become the primary driver of unequal outcomes for women.**

And Switzerland is one of the worst performers in Europe: ten years after the birth of their first child, **Swiss women experience an average earnings penalty of 68%**. Public policies and lack of access to childcare are part of the problem. But the main cause is deeply embedded norms that still shape how couples, managers, and organizations respond to motherhood.

This is the context for IWIB's new program, ON TRACK. Already successfully running in Germany and the Netherlands, **ON TRACK brings together alumnae** with young children in small peer groups, matched with senior role models. Supported by insights from international thought leaders, participants meet monthly over the course of a year **to reflect on their challenges, co-create solutions, and build community**. The first Zurich-based group began their ON TRACK journey in January 2026.

This is not a "women only" initiative but rather an invitation to the entire alumni community to strengthen how we show up for each other in ambitious, life-rich phases. By examining our assumptions about ambition, caregiving, and success, **we can make better choices possible** — for mothers, fathers, partners, teams, and organizations.

To quote Nobel Laureate Claudia Goldin, "We're never going to have gender equality until we also have couple equity." The launch of ON TRACK in Switzerland invites the alumni community to be part of that shift.



Further reading: Kleven, Landais, and Leite-Mariante, "The Child Penalty Atlas," *Review of Economic Studies*, 2025.

We're never going to have gender equality until we also have couple equity.



ON TRACK Netherlands 2024 cohort with founders Hanneke Dingen and Martine Meerkatt



The child penalty in Switzerland

98%

of the Swiss gender gap is explained by the child penalty.

68%

average reduction in earnings for Swiss women ten years after their first child, versus 21% in Denmark.

70%

of Swiss agree that “women with young children should not work full-time” versus 22% in Denmark.



Find out more about
ON TRACK

Interested in joining the program in 2027 as a participant or a role model?
If so, please reach out to the ON TRACK Team:

Radhika Goel, MBA'16D – radhika.goel@insead.edu

Shaili Pankaj, MBA'16 – shaili.pankaj@insead.edu

Humans and their microbiome: how trillions of microbes shape our health

Humans were never meant to live alone. Long before complex organisms appeared, life evolved through cooperation, as cells formed symbiotic relationships that allowed them to survive. A billion years later, that principle still holds: **the human body hosts trillions of microorganisms**, particularly in the gut, which outnumber human cells by roughly 1.3 to 1. Together, these microbes form the microbiome, a dynamic ecosystem that continuously interacts with our physiology. This hidden world and its impact on health was the focus of a panel discussion hosted by the INSEAD Healthcare Club in Zurich on 26 November, bringing together academic and industry experts to explore where microbiome science stands today.

The gut microbiome plays a central role in regulating what scientists call homeostasis: the delicate balance that keeps the body functioning. **Microbial communities influence digestion, immune responses, metabolism, and even gut-brain communication.** Rather than passive passengers, these microorganisms produce metabolites that continuously interact with human cells. A key insight shared during the discussion was that understanding the microbiome goes beyond identifying which bacteria are present, emphasizing instead their functions and interactions.

This complexity poses a challenge to modern medicine. Most drugs are designed to act on a single target with a single effect, a reductive strategy that contrasts sharply with the interconnected, dynamic nature of microbial communities. The microbiome is a system where many small influences combine to influence health or disease outcomes. As a result, distinguishing correlation from causation is critical: just because a microbial pattern appears alongside a disease does not mean it causes it. Moving from observation to mechanistic understanding requires carefully designed models and clinical studies.

Over the past decade, **researchers have developed a growing toolkit to address this challenge.** These include germ-free animal models, antibiotic perturbations, and fecal microbiota transplantation (FMT), which transfers entire microbial communities from healthy donors to patients. FMT remains one of the clearest success stories in the field, particularly for treating recurrent *Clostridium difficile* infections, a gut infection linked to antibiotic-driven imbalance of the intestinal microbiome. It also offers promising insights for inflammatory bowel disease. More targeted approaches, such as defined bacterial consortia or live biotherapeutic products, are also under investigation.

Beyond clinical applications, the microbiome also raises questions about everyday health. Diet, long described as “the first medicine,” is a powerful modulator of microbial function, though **not a magic solution.** Fiber-rich, diverse diets consistently support gut health, while overly simplistic nutritional trends often outpace the science. Interest is also growing in the “exposome”: the sum of environmental factors, from food additives to medications, that influence the microbiome over a lifetime.

A dynamic ecosystem that continuously interacts with our physiology

Artificial intelligence is increasingly present in microbiome research, but its strengths and limits are often misunderstood. Language-based AI models can assist with literature review, data organization, and code support. However, they are unable to generate new biological insights directly from raw microbiome data. The complexity of microbial interactions and limited dataset standardization mean that AI is currently better suited to summarizing and structuring existing knowledge than uncovering causal mechanisms within the microbiome.

More than a decade after microbiome research captured public imagination, the field has entered a more measured, evidence-driven phase. Early excitement has given way to a deeper understanding of both its potential and its limits. Human health emerges not in isolation, but through continuous interaction with the microbial world within us. Even after a billion years of co-evolution, **this ecosystem continues to offer crucial lessons for human health**, while much of its complexity is yet to be understood.

Approximately 60 INSEAD alumni and guests attended this fascinating panel discussion featuring Hervé Affagard (MaaT Pharma), Dr. Georg Aichinger (ETH Zürich), Tomas de Wouters (PharmaBiome), Per Falk (GC Holding), and Katie Guzzetta (ETH Zurich).

The event was organized by **Zoe Billinghamurst**, MBA'02D, **Eric de La Fortelle**, MBA'99D, and **Aleks Ruzicic**, MBA'97J.



Strengthening Switzerland's Governance Community

The INSEAD Corporate Governance Club in Switzerland was established this year to bring together governance-focused alumni networks into one unified platform. As boardroom challenges grow more complex, the club seeks to strengthen connections among INSEAD-trained directors and provide a forum for informed board leadership.



How to Navigate Crises as a Board Member, 29 October 2025,
with Alice Chalupny and Victor Balli

Over the past 18 months, a series of joint events organized by Mary Antenen, IDN Ambassador Switzerland, and Matthias Frieden, Head of IN-BOARD Switzerland, have demonstrated the strong potential of collaboration between the International Directors Network (IDN) and the Swiss IN-BOARD program. These initiatives highlighted the growing demand for a dedicated forum focused on lifelong learning, peer exchange, and professional development.

The new club aims to bring together governance-minded alumni from across Switzerland with a mission to support continuous learning and strengthen the alumni governance community. A cross-regional committee, working in coordination with the Swiss alumni association, will provide broad representation and ensure continuity as the club evolves.

In 2025, the Swiss alumni community already benefited from a rich program of sold-out business events, including **NextGen Business & Leadership** with Fennemiek Gommer, **Women on Boards: Building a Non-Executive Career** with Déborah Carlson-Burkart (in collaboration with the Swiss INSEAD Women in Business Club, IWIB), and **How to Navigate Crises as a Board Member** with Victor Balli and Alice Chalupny. Informal afterwork networking events helped further strengthen connections within the community.

These events highlighted both the strong demand for governance-focused content and the benefits of uniting previously separate groups. With its official launch, the INSEAD Corporate Governance Club is set to grow into a dynamic, long-term pillar of the Swiss alumni community.



INSEAD Corporate Governance Club Committee Members

- Mary Antenen**, IDP-C'16Oct, Co-President and IDN Ambassador Switzerland
- Matthias Frieden**, MBA'05J, Co-President and Head of IN-BOARD Switzerland
- Nadya Wells** (Geneva), MBA'00D
- Alexander Wyss** (Zurich), MBA'01D

INSEAD Board Initiative – IN-BOARD

Designed by alumni for alumni, IN-BOARD equips participants with the knowledge, insight, and global mindset to be a great board member.

- Cost** CHF 6,800 – includes 5 dinners in Zurich
- Maximum participants** 12 Swiss INSEAD alumni
- Registration** September 2026 for the November 2026–June 2027 intake

Interested in participating in the 2026–27 program?
 Contact Matthias Frieden, matthias.frieden@gmail.com



For more information

INSEAD International Directors' Network – IDN

A global community of board members

IDN is an official INSEAD Global Alumni Club with a mission to foster excellence in corporate governance through networking, communication, and peer-to-peer learning.

In partnership with the INSEAD Corporate Governance Centre (ICGC), IDN supports alumni throughout their boardroom journey. Members enjoy access to local and global events, mentoring and board-readiness programs, exclusive board opportunities, and an active global community of practicing board members. IDN membership is open to eligible INSEAD alumni and is free of charge.



For more information

Swiss Champions: visits to leading companies

For many, Switzerland exemplifies excellence through precision engineering, rigorous quality standards, craftsmanship, and innovation. Visits to three iconic Swiss companies offered insights into the principles behind this enduring success.

Audemars Piguet: designing time

On 9 October, 30 INSEAD alumni were invited to Audemars Piguet in Le Brassus for an exclusive tour of one of Switzerland's most iconic watchmaking houses, an experience that was truly exceptional. We received a very warm welcome from the brand, and we are especially grateful to Nicolas Burgener, IDP-C'24Apr, for making this visit possible.

We explored the AP Musée Atelier, visited the "AP 150 Years" exhibition, and attended presentations by Nicolas Burgener, Secretary General Board Affairs & Chief Governance Officer, and Sylvain Stevant, Worldwide Retail Director, at the Hotel des Horlogers. Together, these experiences conveyed a powerful story of tradition, innovation, and exceptional craftsmanship. From pioneering complicated wristwatches in the 19th century to the creation of the Royal Oak in the 1970s, AP has continually redefined watchmaking while honoring its heritage.

The Musée Atelier—winner of the prestigious Red Dot: Best of the Best award in 2021—captivated us with its modern spiral design overlooking the traditional Le Brassus valley landscape. The visit highlighted AP's philosophy: exclusivity, craftsmanship, and the family's commitment to sustaining the brand for generations to come.

The visit was organized by **Doina Cebotari**, MBA'13J, **Ingrida Elijosiute**, IEP'07Mar, and **Victor Svensson**, MCCC16S.



Zweifel: Switzerland's favorite chips

On Monday, 5 May, INSEAD alumni gathered for an exclusive visit to the Zweifel factory in Spreitenbach, near Zurich. The event, capped at 32 participants, sold out in a record two hours, highlighting strong demand for behind-the-scenes access to leading Swiss brands.

The evening began with a guided tour of the production facilities, offering insights into the operational rigor behind Switzerland's number one snack brand. These include touches such as printing the name of the farmer who supplied the potatoes on the chip packet.

The visit was followed by an in-depth Q&A session with Serge Doutaz, Head of Sales at Zweifel AG, focusing on distribution strategy, brand dominance, and the reasons Zweifel, a family company since 1958, remains a uniquely Swiss success story.

The event concluded with relaxed networking drinks and light refreshments, bringing together alumni across graduation years, with particularly strong participation from recent graduates and young alumni.

The visit was organized by **Nick Bischofberger**, MIM'22, Young Alumni Representative Zurich.

Skyguide: securing our airspace

On the morning of 2 April, a group of 20 members of our association visited Skyguide's Geneva headquarters, gaining insight into one of Switzerland's most critical organizations (99.9% owned by the Swiss Confederation). Indeed, the airspace over Switzerland and neighboring countries, which accounts for 40% of Skyguide's activity, is among the most complex and densely used in Europe.

Active across 14 sites nationwide, Skyguide manages air traffic for Geneva and Zurich International Airports, as well as regional and military airfields. It also maintains 240 technical installations, including radars. In 2024, the company managed 1.3 million flights, including 480,000 landings and takeoffs. It employs nearly 1,500 staff and generates an annual turnover of approximately CHF 525 million.

The visit began with an introduction to Skyguide and air navigation principles, followed by guided tours of the Area Control Center (ACC) and the Tower Simulator (TOSIM). Participants learned about Skyguide's three core missions: en-route services in upper airspace (2-20 km altitude) and delegated neighboring airspaces, tower control (TWR) for ground movements, and approach control (APP) for arrivals and departures.

Key challenges discussed included funding constraints, such as combining public financing with ticket-based charges, as well as the long recruitment and training cycles for air traffic controllers amid rising traffic volumes. Skyguide is addressing these pressures through ongoing investment in digitalization, automation, and workforce planning.

The visit was enriched by the presence of former CEO **Alex Bristol**, AMP'10Jul, and CFO **Nicole Leyre**, IDP-C'23Oct, both INSEAD alumni, who shared candid perspectives on leadership and long-term strategy in a high-reliability public-interest organization operating in a complex political environment.

This members-only event was organized by **Vincent Vanneau**, MBA '18J, and **Dimitri Vaharis**, MBA '17J.



Alumni Success Stories

Celebrating the leadership and entrepreneurial spirit of our Swiss alumni.



Christina Kuenzle, MBA'88J

An entrepreneur, author, and executive coach, Christina recently released a new collection of essays exploring how to navigate modern work and life with greater confidence. Her third book, "Your choice! Der edelsteinige Weg zu Glück und Erfolg," examines questions about career paths, self-optimization, purpose, and the pressure to stand out, offering humorous and personal reflections. Drawing on her background in business and change psychology, she provides fresh insights into balancing professional ambition with what truly matters.



Henrique Martins, IDP-C'25Nov

Over 20 years and 70 countries, Henrique built an international development career in emerging markets, strengthening his conviction that finance can serve both people and planet. Returning to Switzerland with his family made the nature agenda personal and local, motivating him to focus fully at the intersection of finance, innovation, and sustainability. While starting INSEAD's IDP program, he became Managing Director of the newly created Nature Finance Accelerator (NFA), a "think tank + do tank" advancing innovations in nature finance and nature tech. Over the past year, he has built NFA's strategy, governance, and team, launched its first pilot with Pro Natura, and begun mapping Switzerland's nature tech ecosystem.



Paul Neuman, YMP'07Feb

In 2007, Paul joined INSEAD's Management Acceleration Program after years in IT and services at HP. This experience reshaped his view of value, risk, and governance. Kevin Kaiser's line, "Market share is vanity. Profit is sanity," stayed with him throughout a long career leading services sales across Europe. That inspired him to launch IT Services Demystified (ITSD), a consulting firm that helps organisations build recurring-revenue models and practical IT services portfolios. Repeated contract pitfalls and strong feedback on earlier guides inspired his new book, "IT Services Contracts – Key Elements," a hands-on resource rooted in INSEAD's principles of value creation and alignment.



Wincel Kaufmann, EMBA'24Jan

Wincel has published her first book, "Real Returns," exploring the most promising opportunities in sustainable investing today. The book highlights sectors that offer strong financial performance alongside meaningful sustainable outcomes and features insights and interviews with leading voices in the field. It is essential reading for investors who want to move beyond simply applying ESG criteria and instead understand where real value is being created. Wincel now lives in Switzerland with her husband and their dog, where she continues to teach professionals how to navigate and lead in sustainable investing.



Susann Naomi Israel, EMC'23

Blending more than 20 years of international executive leadership in financial services with her German-Japanese heritage, Susann was inspired to found her independent coaching practice during her Executive Master in Change at INSEAD. Her company, Naomi Israel Consulting Ltd., now works with leaders, groups, and organizations in transition, combining deep psychodynamic insights with creative methods that help uncover hidden patterns, strengthen self-awareness, and open new possibilities for transformation.



Manuel Nappo, IDP-C'24Nov

Manuel has channeled his passion for leadership and geopolitics into a new entrepreneurial venture: the NZZ Academy in Zurich. After a long career in higher education leadership, Manuel left this summer to found the NZZ Academy under the auspices of the Neue Zürcher Zeitung. Conceived as a modern salon for CEOs and board members, the NZZ Academy addresses crucial questions on geopolitics, technology, and society. The project maintains a strong INSEAD connection thanks to the presence on the Advisory Board of INSEAD Prof. Enrico Diecidue, Director of the IDP Program. Find out more on www.nzz-academy.com.



Ugo Valensi, MBA'09D

Ugo was appointed CEO of Volleyball World, the joint venture between CVC and the FIVB that holds and manages all commercial rights to global volleyball. One of the fastest growing sports in the world, volleyball (indoor and beach) regularly tops broadcast viewership at the Olympic Games. Ugo previously served as CEO of Grand Slam Tennis, where he managed strategic partnerships for the four major tennis tournaments. He now plans to leverage his expertise in media innovation and commercial strategy to expand volleyball's global appeal. Ugo's passion sport is rugby – he is a proud member of the “Undeclared” 2009 INSEAD Rugby team.



Anja Riedle, MAP'14Feb

In 2024, Anja was appointed Head of Passenger Mobility and member of the Executive Management at BLS AG, Switzerland's second-largest public transport provider. It has been a transformative first year, involving five different business models – from regional and long-distance rail services to bus operations, boat cruises on Lakes Thun and Brienz, and car transport through the Loetschberg and Simplon tunnels. With more than 500 team members and around 200,000 daily passengers, the learning curve has been steep and rewarding. Anja is now looking forward to her second year at BLS and to many more journeys on Switzerland's beautiful trains, buses, and boats.



Ralph Landolt, MBA'06D

After selling his IT company, Ralph realized many people over 55 struggled with everyday digital tasks. Offering informal help inspired him to build a broader mission: making Switzerland “digital sattelfest.” He created Techtipp.ch, an online platform and YouTube channel (@techtipp) with practical tech guides in Swiss German, designed to make learning approachable. The format quickly drew over 10,000 subscribers. Techtipp now includes beginner AI courses and digital-safety guides. Ralph sees himself as a social entrepreneur focused on closing the digital gap for an entire generation.

Alumni of Switzerland Endowed Scholarship Fund

Taking action through giving.



As the IAF President for Switzerland, I would like to extend my heartfelt thanks to all donors who supported INSEAD in 2025 – whether through donations to the Alumni of Switzerland Endowed Scholarship or to any other area of your choice. The number of donors reached a new record, highlighting the steadfast commitment for INSEAD from the alumni community in Switzerland.

The school needs the support of all of us to remain globally competitive and uphold its position as one of the world's leading educational institutions. With the vast potential of our alumni network, there is so much more we can accomplish together. Your gift on Giving Day or at any time during the year truly makes a difference and helps us unlock that potential.

Donations for scholarships play a crucial role in expanding educational opportunities, empowering students from diverse backgrounds to pursue their academic goals and contribute meaningfully to society. Thank you again for your generosity, your engagement, and your belief in the power of INSEAD.

Paolo Ciarlariello, MBA'02D

President, INSEAD Alumni Fund Switzerland

Swiss Alumni Giving Day 2025

Inspired by the spirit of growth and collaboration, Giving Day 2025 embraced the theme "Together We Grow," celebrating unity, progress, and the shared ambition to make a lasting impact.

On this special day, we, the alumni in Switzerland, demonstrated the power of community. The number of donors from Switzerland increased by 22.5% compared to the previous year, a remarkable achievement that reflects our collective commitment to INSEAD's mission.

Giving Day 2025



€1.5 M
raised

3,618
donors



€189,708
raised

229
donors

#2
Euros
raised

#6
in donor
numbers

Alumni of Switzerland Endowed Scholarship Fund

Thank you to all the donors whose gifts helped grow the Alumni of Switzerland Endowed Scholarship Fund to €1.438 million (31 August 2024). Your generosity has enabled us to award 15 Swiss Scholarships and 4 Tech Entrepreneurship Scholarships since 2016.

2025 scholarship recipients



Tristan Seiderman, MBA'25D
Swiss Scholarship

I am tremendously grateful to have received the Swiss Scholarship, which made my INSEAD journey possible. It has allowed me to learn from brilliant professors, embark on my first entrepreneurial venture, and explore new roles and industries. What stands out most has been learning from inspiring classmates, building lifelong friendships, and finding a true sense of community here. As our capstone lecturer said, the meaning of life is “investing in finding out who you are and then being that person.” To me, that perfectly captures what INSEAD has given me and exemplifies the mindset I want to bring forward.



Lukas Eberli, MBA'26J
Swiss Scholarship

The desire to pursue an MBA has accompanied me for many years and my experience at INSEAD has exceeded my expectations in every respect. The diversity of our class, the high quality of INSEAD’s teaching and the breadth of extracurricular activities from Student Club activities and Fireside chats with C-suite executives to social experiences, have all been invaluable and deeply transformative. I am confident that what I am learning here, from management and strategy skills to topics from ETA to technology, will serve me not only today but throughout the decades to come.



Louis de la Rochefoucauld, MBA'26J
Swiss Scholarship

My journey at INSEAD has been truly transformative, shaped by the opportunity to learn alongside some of the most amazing, smart, and ambitious people I have ever met. The scholarship has been a huge help in making this experience possible, allowing me to fully immerse myself in the academic and social life of the program. Beyond the classroom, the inspiring community and global perspective I’ve gained here have been invaluable. I hope that my time at INSEAD will enable me to return to the tech world as a manager, equipped to lead with impact and purpose.

Scholarships – INSEAD MBA'25J&D classes at a glance



41%
of MBA students
are women



41%
MBA students
receive a
scholarship



90
nationalities



€22,000
average
scholarship



48%
of scholarship
recipients
are women

Swiss Committee



Mafalda Tenente, MBA'06J
President



Mayssa Scheib, MBA'14J
Vice-President | Geneva Chapter President



Oengus Ramsay, MBA'95D
Treasurer



Paolo Ciarlariello, MBA'02D
INSEAD Alumni Fund President,
Switzerland



Philippe Mauron, MBA'95J
Ex-Officio



Nick Bischofberger, MIM'22
Young Alumni Representative, Zurich



Camille Tistounet, MBA'24D
Young Alumni Representative, Geneva

Chapters and Clubs



Victor Zambrano, MBA'08D
Basel Chapter President

The Basel Chapter serves around 200 alumni living in Basel, many of whom work in the region's burgeoning healthcare industry. We aim to build a strong alumni community and through frequent networking and speaker events, cultural visits such as our annual Art Basel tour, wine-tasting night, and family-friendly activities.



Vivek Dogra, MBA '04D
Lausanne Chapter President

Growing fast since its creation in 2024, The Lausanne chapter creates opportunities for professional and personal growth for INSEAD alumni based in the Riviera region between Lausanne and Montreux. Recent activities include Cully Jazz, wine-tasting in the Lavaux vineyard, networking drinks other leading business schools, and fondue at the Montreux Christmas market.



Reto Gygax, MBA'13D
Zurich Chapter President

The Zurich Chapter's busy events calendar includes regular cultural outings, panel discussions, company visits, and an annual golf tournament. Our regular afterwork networking drinks are an opportunity to make new connections.



Alessio Ascari, MBA'94J
Ticino Chapter President

Catering to alumni living in the Swiss-Italian border region, the Ticino Chapter aims to build ties with alumni communities in Northern Italy. We are actively looking for new volunteers to join the chapter.



Marco Montefiori, MBA'05J
Energy Club President

The Energy Club organizes site visits, thematic talks, panel discussions, book launches, and cross-club events, with the aim of stimulating critical thinking on crucial aspects of the energy system, such as the energy transition, carbon neutrality, and sustainable business models. The team includes Didier Duret, IDP-C'19Sep, Ursula Teubert, EMBA'12Dec, and Alexander Stadelmann, MBA'20D.



Andrea Ulmann, MBA'10J
IWIB President

INSEAD Women in Business (IWIB) aims to advance gender parity in business through learning and networking. Open to all genders, our activities include the annual IWIB Mentoring Program, speaker events, and regular networking lunches and dinners in Geneva, Lausanne, and Zurich.



Tobias Vancura, MBA'06J
Entrepreneurship Club President

The Entrepreneurship Club organizes events for alumni interested in networking and sharing experiences on topics such as starting a company or taking over a company in a succession scenario, transitioning from the corporate world to business ownership, or becoming a business angel.



Aleksandar Ruzicic, MBA'97J
Healthcare Club President

The Healthcare Club organizes speaker events and panel discussions in Zurich, Basel, and the Romandie where healthcare executives, medical professionals, scientists, investors, and more share their perspectives. The popular healthcare drinks are organized regularly in Basel and Zurich. The team includes more than a dozen volunteers across Switzerland.



Martin Spirig, MBA'06J
INSEAD Private Equity Club (IPEC) President

IPEC events are an opportunity for alumni to learn about trends and challenges in the private equity industry and to network with entrepreneurs, experts, and leading practitioners. The team includes Katja Berlinger, MBA'05, Richard Bissonnet, MBA'81, Konstantinos Dermanis, MBA'13J, Martha Heitmann, MBA'07, and Théodore Sarasin, MBA'21J.



Mary Antenen, IDP-C'16Oct
INSEAD Corporate Governance Club
Co-President

Founded in 2025, the Corporate Governance Club aims to foster lifelong learning and exchange between alumni who are deeply committed to advancing governance practices. We do this by organizing initiatives, programs, and events, and by facilitating knowledge-sharing through dedicated channels and networks.



Matthias Frieden, MBA'05J
Head of IN-BOARD, INSEAD Corporate
Governance Club Co-President

IN-BOARD is an executive board education program designed for INSEAD alumni who intend to take up a board role or have already done so. Every year, 12 Swiss alumni learn about best practices from INSEAD faculty and experienced Swiss board professionals and business leaders.



1 Nov Random Dinner Fall 2025, Geneva



27 Mar "Boréal" business story "behind the scenes", Geneva



17-19 Jan INSEAD Ski Weekend, Verbier 2026



20 Mar Apero to mark the success of Giving DAY25, Lavaux



5 Jun IWIB Networking Lunch, Zurich

*More than
a network,
a lifelong
community*



21 Aug Young Alumni Drinks, Ouchy

Next events in 2026

19.02

Chinese New Year Dinner

Lausanne

02.03

**Recent geopolitical developments
shaping a new world order**

IMD, Ouchy, Lausanne

05.03

IWIB Lunch

Zurich

19.03

**An affordable, reliable, sustainable
electricity supply in 2050**

Emmen – Energy Club & SAMBA event

19-26.03

**Giving Day 2026 celebrations
in Switzerland**

15.04

Dinner and Jazz at the Cully Jazz Festival

Cully

Q2

**What to do with all the money – what
entrepreneurs do after a successful exit**

Zurich – Entrepreneurship Club event

07.05

Startup Champions night at EPFL

Lausanne

06

Social Dinner at Grotto del Paolin, Figino

Ticino

11.06

IWIB Lunch

Zurich

20.06

Art Basel Guided Tour and Dinner

Basel

02.07

Summer Lunch Tennis Club de Genève

Geneva

26.08

**Summer Lunch at Société Nautique
de Genève**

Geneva

10.09

IWIB Lunch

Zurich

12-19.09

**Global INSEAD Day celebrations
in Switzerland**

Stay informed

Each year, the INSEAD Alumni Association Switzerland offers alumni more than **60 opportunities to connect, discover, and grow.**

Did you know that you can now add our events **directly to your calendar?**

