

Vision Booklet

October 2009
By Thibaut Oster



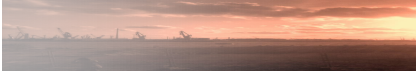
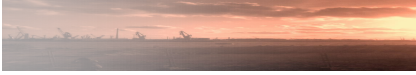


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Editorial

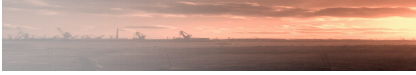
Dear Reader,

We are happy to present you the first issue of the Vision Booklet. This Booklet sums up the Vision of Responsibility series 2008/09 and was a new and exciting thing to do for us. As we don't have any experience on what a reader would expect from a Vision Booklet, we hope that you will find the following pages interesting and useful. However, we are always happy about feedback to further improve the Vision Booklet in the future.

The booklet contains information about ESTIEM, the Vision project and all seminars which were held during the last Vision period. It displays professional seminars, interesting people and funny stories from around Europe and therefore represents the famous ESTIEM spirit in a very special way. It also shows that this organization consists of committed students which are ready to spend their personal free-time to organize seminars, write reports and write this Booklet to share the knowledge they gained with future generations of ESTIEMers.

As the responsables for this particular Vision series, we are proud about the outcome of this series and want to thank all the organizers and members of the Vision team, which helped to make these last months a very special experience. We hope that this booklet will transport some of the enthusiasm we felt and some of the fun we had to the readers and motivates even more people to get involved in the Vision project, be it as a participant, team member or supporter.

We also hope that all the participants had the same positive experiences that we had while taking part



in Vision seminars and that we can welcome all of them again during an ESTIEM event in the future.

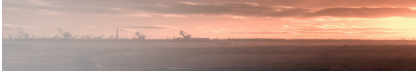
*Enjoy reading this booklet,
Sincerely yours,*

Markus Divjak

*Project Leader
Vision
of Responsibility*

Sebastian

Katzung
*Vice President
of Activities
2009*

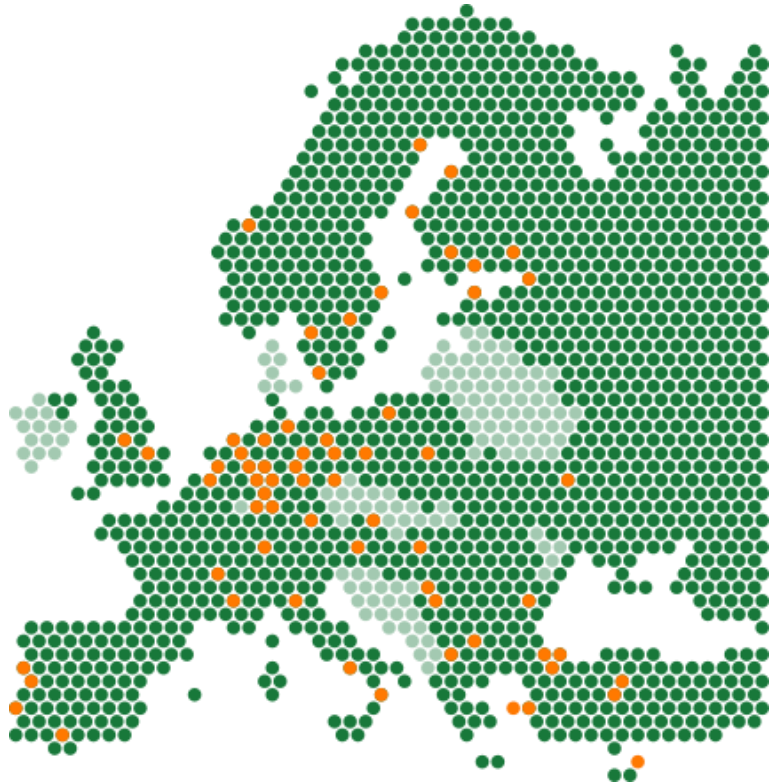


Introduction

ESTIEM

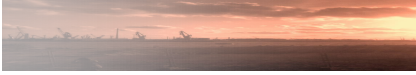
About us

The organisation known as ESTIEM (European Students of Industrial Engineering and Management) was created to increase communication and cooperation between students and institutions of technology in Europe within the field of Industrial Engineering and Management (IEM). The IEM concept rests on the integration of technological understanding and management skills. The studies provide analytical capacities, engineering knowledge and practical management experiences, which make IEM students valuable since they are able to do business while understanding the underlying technology. As the demand for internationalisation is constantly growing in the uniting Europe, young people with both a European orientation and experience will be most needed.



"ESTIEM is an exciting network of open-minded students with a professional approach."

ESTIEM is the only Europe-wide organisation of IEM and represents today through its 61 member groups over 45,000



students in 25 countries. Founded in 1990, it aims at establishing and fostering interrelations among students of IEM. Multinational project teams organise a wide scope of Europe-wide activities such as exchanges, conferences, case competitions, lectures and workshops. This makes ESTIEM a unique network connecting people with different cultural backgrounds and experiences.

Our mission

Our goal is fostering relations between IEM students across Europe and supporting them in their personal and professional development. We achieve this by organising a diverse portfolio of activities and events, and by providing a platform for communication and intercultural exchange.

We promote the concept of IEM by establishing contacts between students, companies and institutions. Contributing to mutual understanding across Europe, our unique ESTIEM spirit stands for overcoming borders, being open minded and combining work and fun.

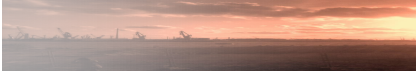
Our Core Values

Intercultural values: By respecting and understanding cultural diversity we enable our organisation to build on the power of international relations.

Organisational values: Our democratic organisation with a flat hierarchy encourages participation from all our members.

We are a non-political, non-religious and non-profit organisation. We are free from discrimination on any base.

Network: We believe in a strong, interacting network as the foundation of our organisation.



Atmosphere: The ESTIEM-spirit creates a motivating atmosphere of tolerance and friendship combined with professionalism, and encourages successful teamwork.

Development: By valuing proper knowledge transfer we ensure the continuity and learning ability of our organisation. Our innovative and entrepreneurial culture is a driving force behind continually developing our organisation. We believe that by giving ESTIEMers the opportunity of challenging themselves we support them in their personal development.

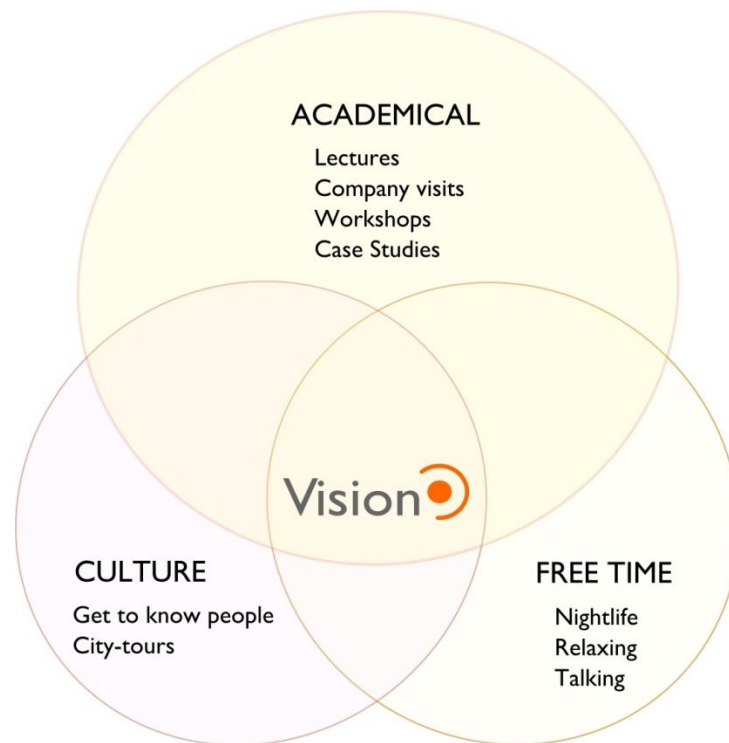
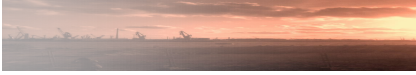
The experiences and the personal network influence our lives even **after our active ESTIEM life.**

We value the **input given by former ESTIEMers** as an important source of information.

Vision Project

The Vision Project is a Europe-wide series of seminars organized annually by ESTIEM. Each year a new topic is chosen in order to study current trends and substantial phenomena that appear to have a great effect in the European economy, business and industry. Vision Seminar series explores innovative approaches and useful tools to understand the emerging issues. It also encourages communication between students and business world.

Individual seminars are organized by different Local Groups throughout the Europe, and each of them has a unique approach to the general theme. These subtopics are usually chosen after the organizing Local Group's special knowledge about a certain issue related to the main topic.



Vision of Responsibility

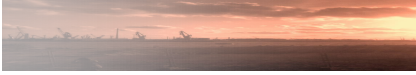
The Social and Environmental Responsibility of the Industry

Three main questions dominated the seminars: What does the industry do to avoid unnecessary and dangerous environmental impacts? How do companies make sure that their products are easily disposable? What are the drivers for companies to fulfil their corporate social responsibility (CSR)?

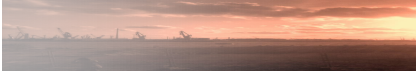
History

The Vision Project started in the year 1993 and continuously grown up each year. So far, sixteen seminar series had been organised by ESTIEM.

2008: Vision of Responsibility



2007: Visionary Marketing
2006: FREE Vision
2005: Vision of Cycles
2004: Vision of Change
2003: InnoVISION
2002: Vision of Risk
2001: CustomerVISION
2000: FIRM Vision
1999: BIG Vision
1998: Vision of Knowledge
1997: Global Vision
1996: IT Vision
1995: Future Logistics in European Countries
1994: Ecology and Economy
1993: Total Quality Management



Vision of Responsibility series

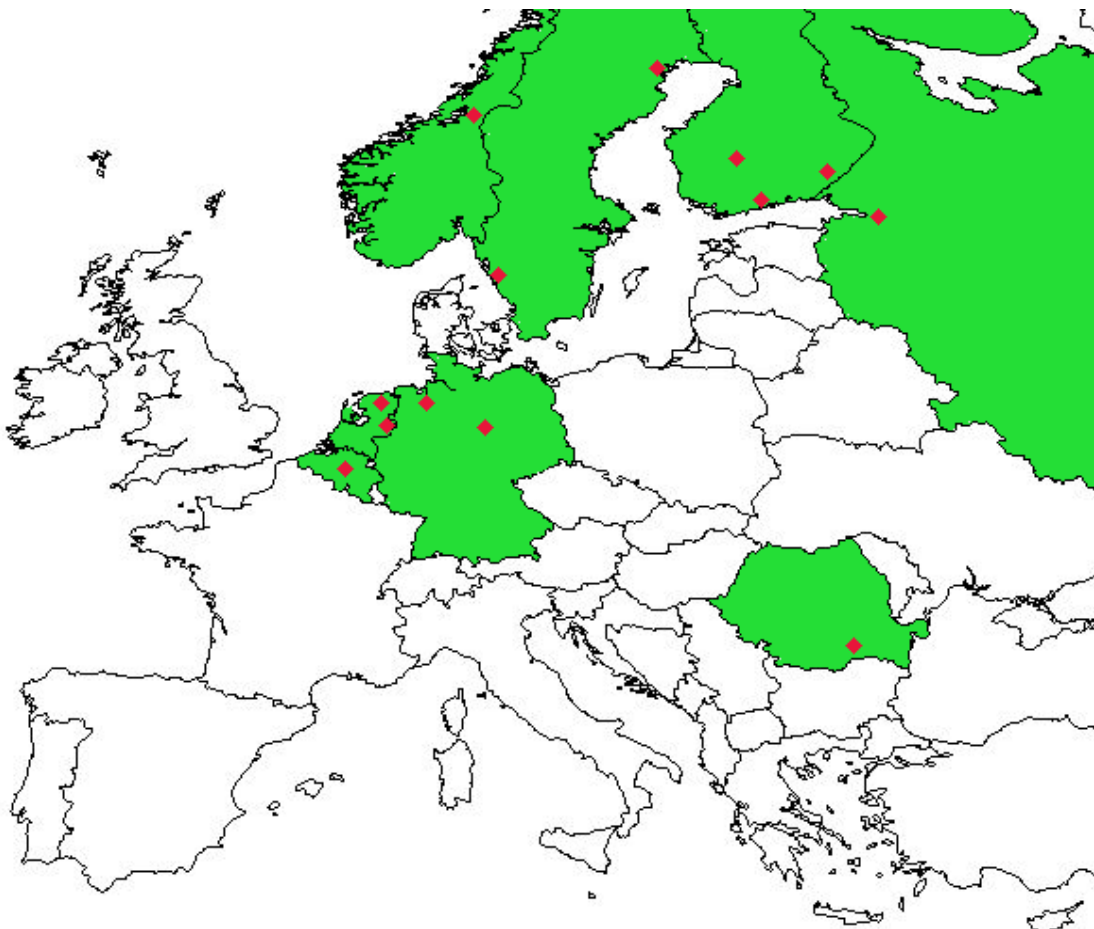
Global Presentation

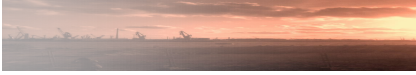
Vision events

This Vision series thirteen events took place between September 08 and June 09. Twelve seminars were organised on themes regarding the responsibility of companies in economic, social and environmental issues. These themes were debated through:

- lectures (by professors, seniors, company employees),
- company visits,
- case studies,
- debates.

Location of events





Chronology of events

1. Gothenburg 16-21.09.08

Taking the lead with sustainable development

2. Brussels 18-23.11.08

Responsibility of companies which have to struggle with deep prejudices

3. Groningen 24-28.11.08

Corporate Social Responsibility

4. Helsinki – Tampere 09-15.02.09

Focus on conscience - The responsible corporation

5. Trondheim 17-21.02.09

Sustainability and financial growth hand in hand

6. Bucharest 18-22.03.09

Industry recovery

7. St. Petersburg 23-28.03.09

Social responsibility in marketing

8. Lappeenranta 15-19.04.09

Corporate responsibility in forest industry

9. Lulea 29.04-03.05.09

The responsibility of the industry to keep our environment clean and healthy

10. Braunschweig 04-10.05.09

Assessing industrial flows

11. Enschede 25-29.05.09

Sustainable business

12. Bremen 02-07.06.09

Vision of Responsibility Final Conference

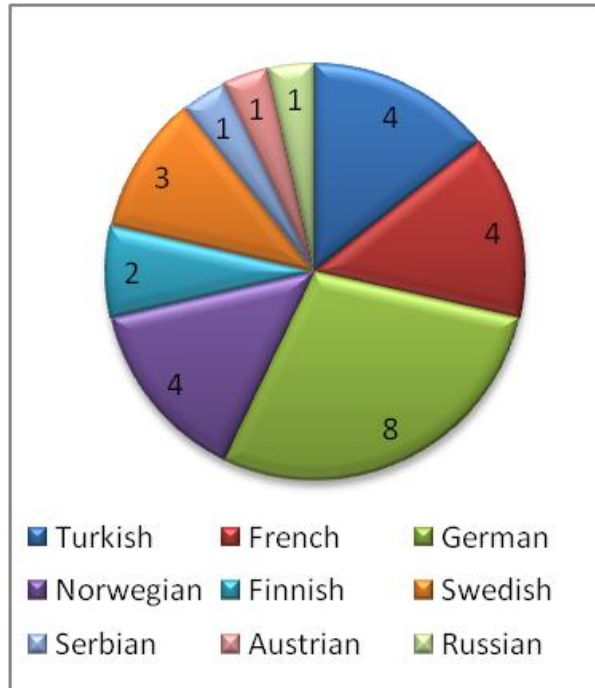


Gothenburg

Taking the lead with sustainable development

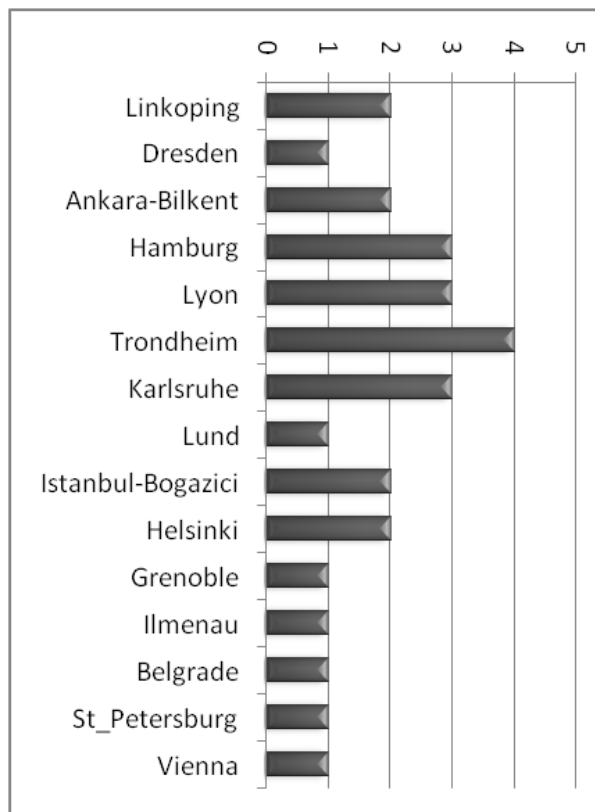
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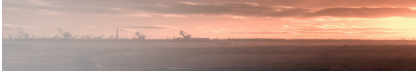
- Website: *www.estiem.se*
- Period: 16-21.09.08
- 6 Days
- Number of participants: 27
- Countries represented: 9
- Local Groups represented: 15



Cultural Part

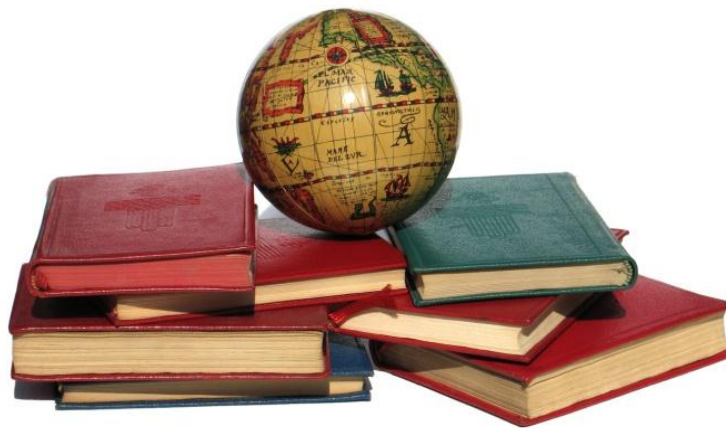
- City Tour of Gothenburg
- Tour boat “the toad”
- Gala Dinner
- Sauna at Chalmers'
- Sailing in the Swedish archipelago

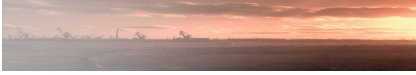




Academic Part

- **Lecture: “Green Innovation”**
 - Made by Tom Hordern (Searcher at Chalmers University)
 - Green innovation, and how companies involve this in their work, in both good and bad ways, and how the market is developing in this area.
 - A workshop about this subject, products where they could use green innovations to make them better in some way.
- **Company Presentation: Green Cargo**
 - A large transportation company, focus on environmental carrying
 - Over 3000 employees and a turnover of 6 billion SEK
- **Company Presentation: Trelleborg**
 - Provides high-performance damping, sealing and protecting solutions for demanding industrial environments
 - Swedish company, situated in over 40 countries with 25000 employees. Their annual sales are around 31 billion SEK



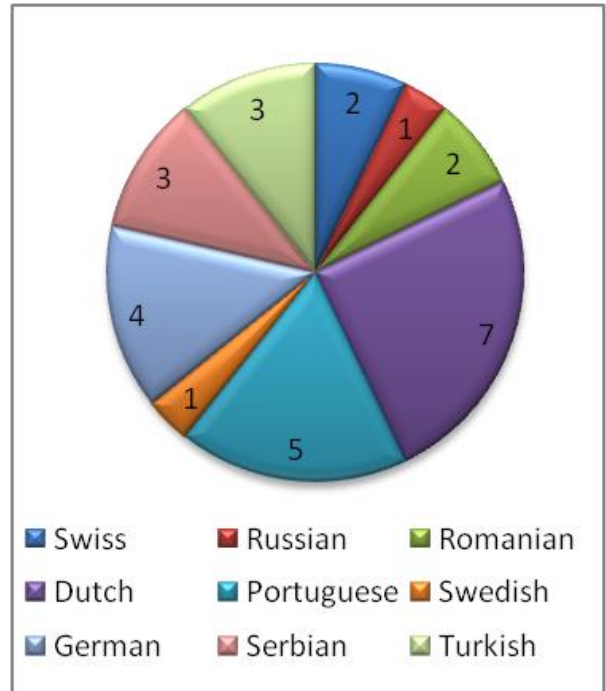


Brussels

Responsibility of companies which have to struggle with deep prejudices

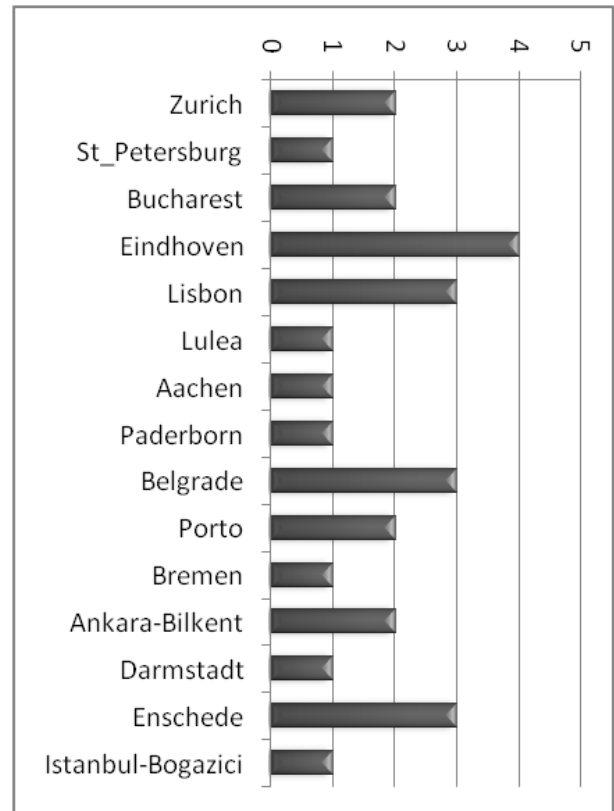
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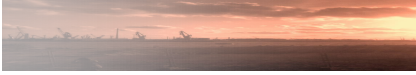
- Website: <http://www.cercle-solvay.be/comite-estiem/presentation.html>
- Period: 18-23.11.08
- 6 Days
- Number of participants: 28
- Countries represented: 9
- Local Groups represented: 15



Cultural Part

- Visit of the European parliament
- Typical students' parties
- Gala Dinner
- Sightseeing game in Brussels





Academic Part

- **Lecture: “Climate change and the responsibility of companies”**
 - Key figures regarding energy producers and climate change were exposed
- **Debate: “Distinction between CS and advertising”**
 - From the participants’ point of view to a deeper information given by the professor leading the debate
- **Case Study: How can an energetic company encourage customers to use less energy, be credible and profitable?**
 - Goals: promote 5 new energetic vehicles and sell your product at the jury
 - Results of the groups: findings about the needs of a global environmental policy and the difficulties of implementation.



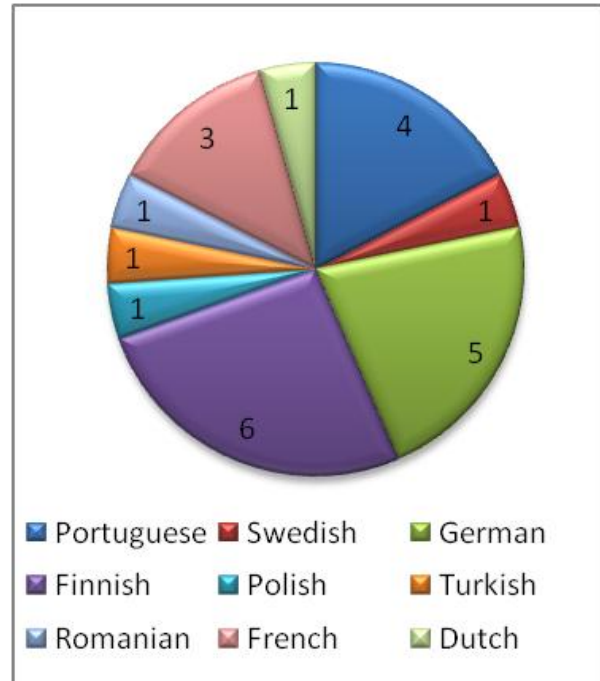


Groningen

Corporate social Responsibility

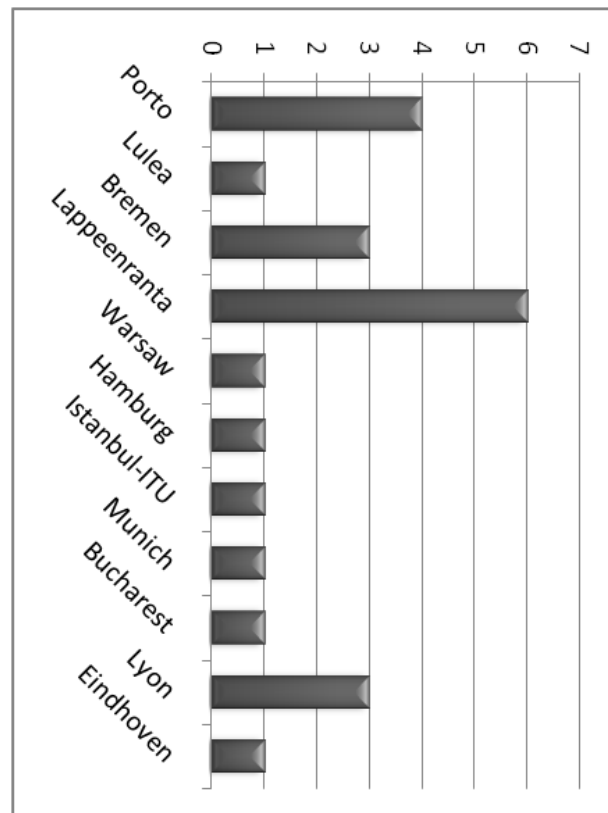
General Information

- Website:
<http://www.estiem.tbvulgus.nl>
- Period: 24-28.11.08
- 6 Days
- Number of participants: 23
- Countries represented: 9
- Local Groups represented: 11



Cultural Part

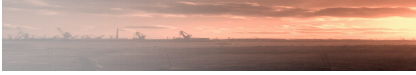
- Welcoming party with games and karaoke.
- City Tour of Groningen
- Running Diner around typical Dutch food
- Gala Dinner
- Speed-skating





Academic Part

- **Company Presentation: N.V. Nederlandse Gasunie**
 - Goals for the upcoming years concerning CSR: reducing the electricity consumption, a big underground storage for CO₂ to reduce the greenhouse effect...
- **Company Presentation: Friesland Foods**
 - Focused on the human aspect of CSR: how they dealt with employees who got fired, when one of their factories was closed
 - Also included electricity reduction, welfare of people in Africa, welfare of the cows, etc.
- **Lecture: “Influence of Corporate Social Responsibility on the value of a company”**
 - Given by a Professor of the Finance department of the university
 - By investigating the increase or decrease in value due to the CSR, companies that do a lot about Corporate Social Responsibility appear to have a higher value
- **Company visit: N.V. Nederlandse Gasunie**
 - N.V. Nederlandse Gasunie is a company that takes care of the transport of the Dutch natural gas.
 - Visit of the company headquarters
- **Company visit: Friesland Foods**
 - A Netherlands-based multinational *cooperative* that develops, produces and sells branded *dairy products* and fruit-based drinks.
 - Visit of the cheese-factory of Friesland Foods, which produces cheese 24 hours a day



- **Discussion: What do you think of CSR**
 - CSR is very important for companies
 - However that the main goal of some companies is not helping the environment but to create a good image for the company itself



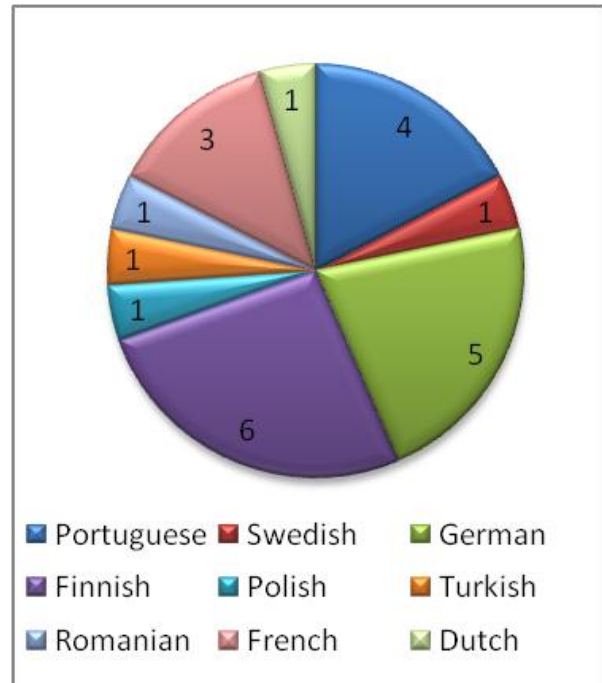


Helsinki & Tampere

Focus on conscience - The responsible corporation

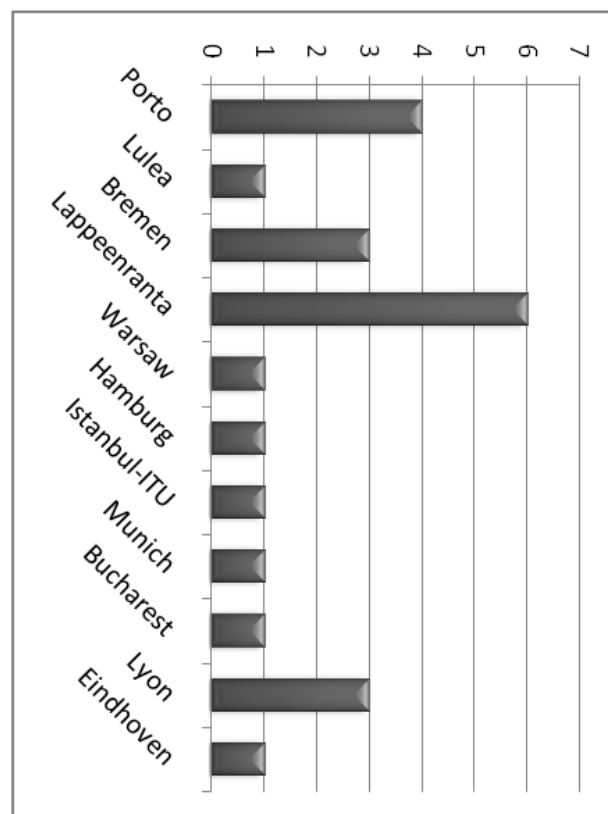
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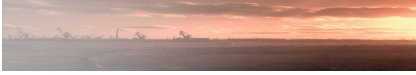
- Website:
<http://vision.prodeko.org/>
- Period: 09-15.02.09
- 7 Days
- Number of participants: 24
- Countries represented: 10
- Local Groups represented:
15



Cultural Part

- Get-together party at
“Rantasauna”, Helsinki
- Sit sit party in Helsinki
- Night in a traditional Finnish
cottage, sauna and ice
swimming
- Gala Dinner in Tampere
- Participation in the Kyykkä
World Championships
(traditional team sport)





Academic Part

- **Lecture: “McKinsey Perspective and Experience on Corporate Social Investments”**
 - Held in Helsinki by representatives from McKinsey & Company (Teppo Voutilainen from McKinsey and Hanna Karilainen from Baltic Sea Action Group)
 - The lecture was integrated with the Principles of Strategic Management course in the University
- **Lecture: “Local Actions – Global Effects”**
 - Held in Helsinki by Matti Willamo, a senior leader having a long history in top positions in the Finnish banking and assurance sector
 - Covered three topics: the climate change, the world of uneven distribution of wealth and the good leadership.
- **Lecture: “Challenges in Low-Cost Country Sourcing”**
 - Held in Tampere by Professor Senja Svahn from the department of industrial engineering and management
 - Discussion about companies sourcing materials from countries with lower labour and production costs and phenomenon related to this
- **Company Visit: Metso**
 - A global supplier of process industry machinery and systems, headquarters based in Helsinki.
 - Three professional lectures were held by the company’s top managers.
 - Possibility to discuss with the company’s management about the presentations or any other things

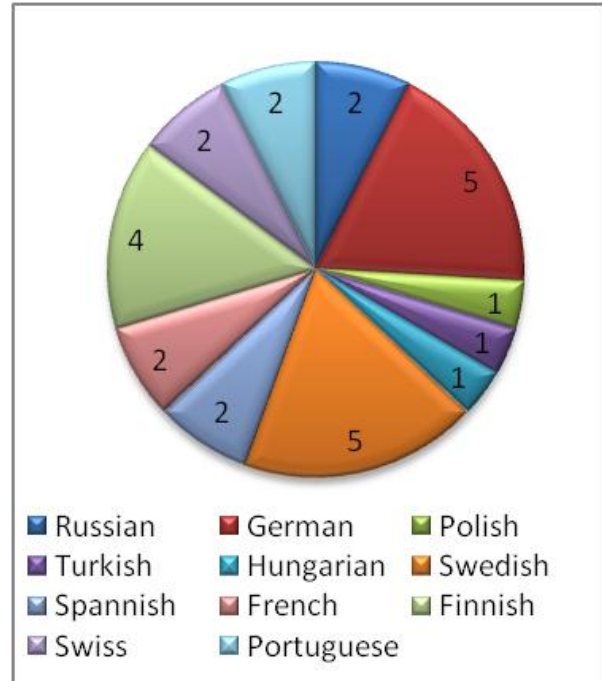


Trondheim

Sustainability and financial growth hand in hand

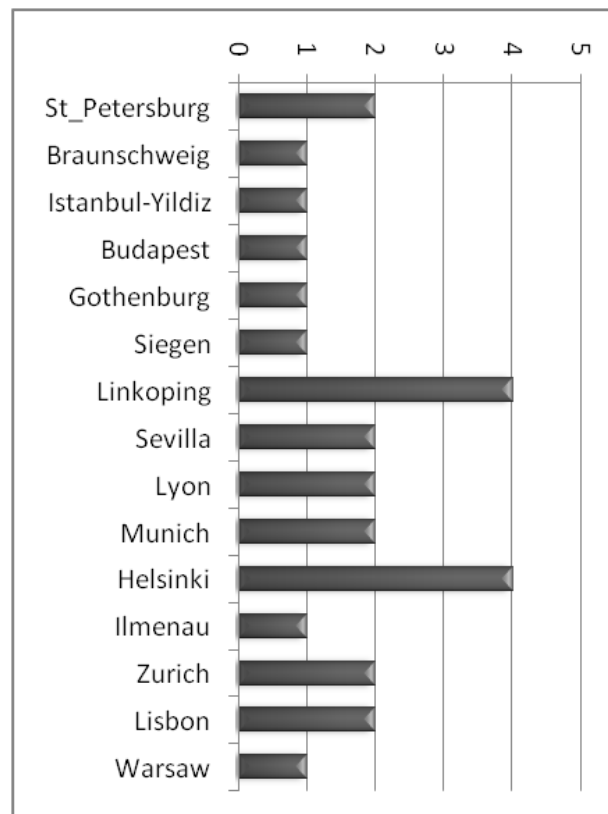
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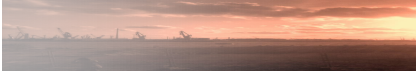
- Website:
<http://www.estiem.no>
- Period: 17-21.02.09
- 5 Days
- Number of participants: 27
- Countries represented: 11
- Local Groups represented:
15



Cultural Part

- Cross-country skiing and games in the snow at a cabin
- Downhill skiing
- Gala Dinner
- Home-to-home tour with quiz





Academic Part

- **Lecture: “CSR in Norway”**
 - Presented by Are-Jostein Norheim, CSR ambassador of the Norwegian Ministry of Foreign Affairs
 - The lecture focused on Norwegian laws and politics concerning CSR

- **Lecture: “CSR in Oil Companies”**
 - Presented by Øystein Kolstad, working for Teekay Petrojal. Teekay is a Norwegian Oil company
 - The lecture exposed the conflict between CSR and earning money in businesses exposed to competition

- **Lecture: “Overview of the CSR”**
 - Presented by Magerholm Feth from the IEM institute
 - The lecture presented the general aspects of the CSR and detailed the ISO-standards related to it

- **Case Study: Schilbsted**
 - A brief introduction to the media and its position in today’s society
 - Topic discussed was: how media companies can earn money, when media is becoming more easily available through the internet and such like, for free
 - The results of the groups were diverse, spanning from renewing of traditional newspapers, to SMS news services and so on. After the presentation, there was an open discussion, in which most of the participants contributed

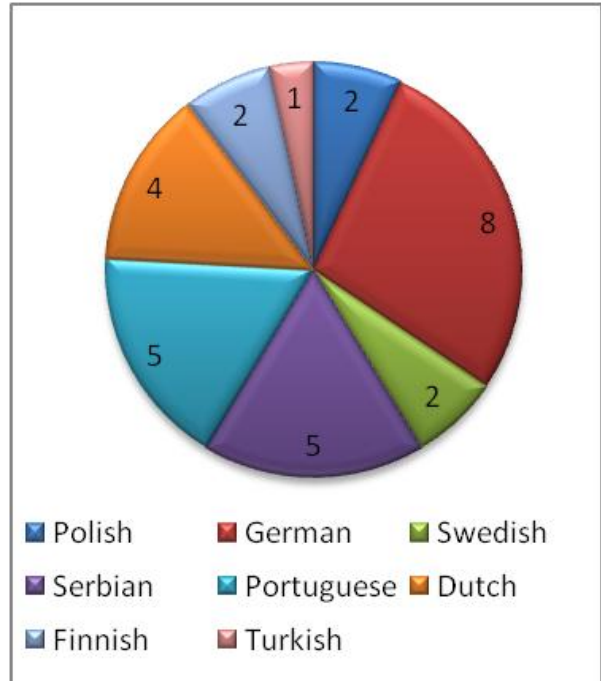


Bucharest

Industry recovery

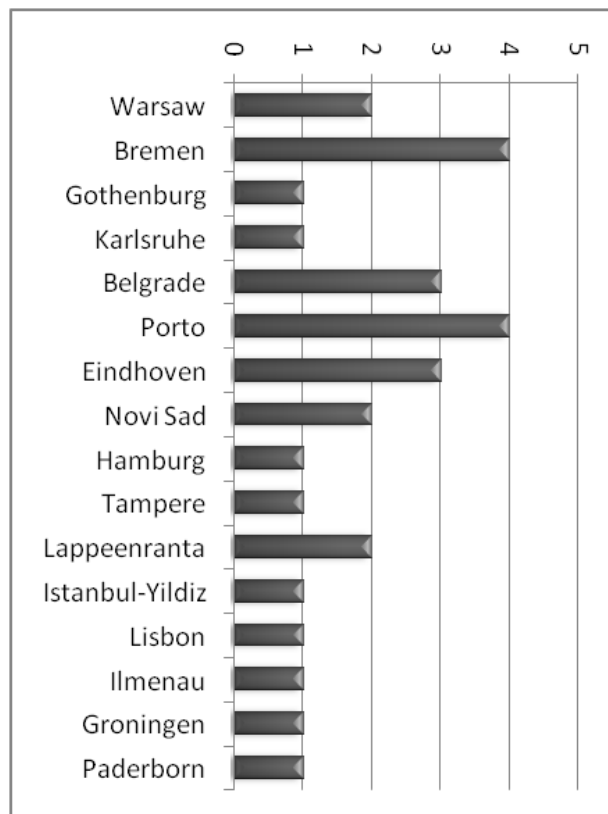
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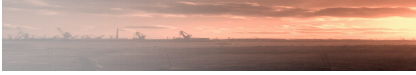
- Website:
<http://www.vision.vwi.ro>
- Period: 18-22.03.09
- 5 Days
- Number of participants: 29
- Countries represented: 8
- Local Groups represented: 16



Cultural Part

- Traditional Romanian dinner
- Bucharest city tour which included a photo competition
- Teambuilding games
- Gala Dinner
- Winery Visit





Academic Part

- **Lecture: “Nature, women, money”**
 - Presented by Professor Miron Popescu about the role of women in becoming the active lever used to get reliable answers to the environmental problems
 - The lecture focused on the current environment’s situation
- **Company visit: Honeywell Garrett Romania**
 - Took place at Honeywell’s Garrett Romania turbocharger assembly plant in Bucharest
 - The tour included trainings about the safety rules and measurements inside the assembly plant
- **Company visit: SC Nuclearelectrica**
 - Took place at Nuclearelectrica’s nuclear power plant in Cernavoda (200 km away from Bucharest)
 - A lecture was given on the various types of radiation, the management of radioactive waste and presented the legal limits of annual doses. Also the simulation room and the environmental laboratory of the nuclear power plan were visited



The Parliament Palace in Bucharest

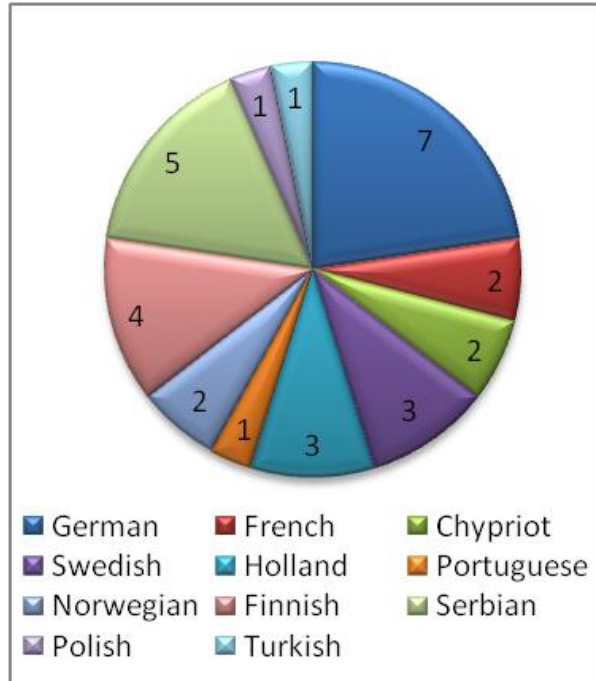


St. Petersburg

Social responsibility in marketing

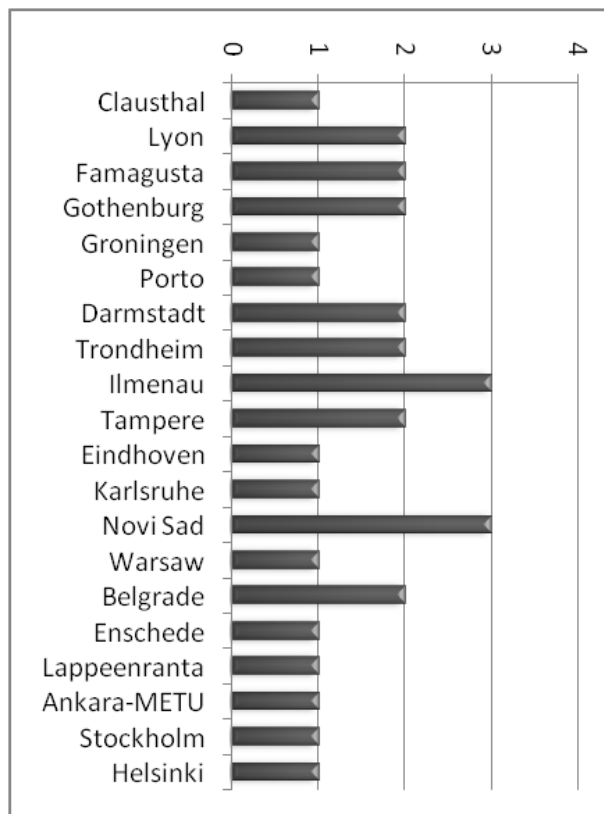
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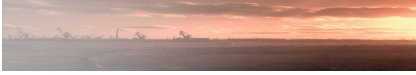
- Website: -
- Period: 23-28.03.09
- 5 Days
- Number of participants: 31
- Countries represented: 11
- Local Groups represented: 20



Cultural Part

- Theme parties: Sauna party and Retro party
- Night city tour by bus
- Ballet “Nutcracker”
- USSR day: all the activities were dedicated to USSR history





Academic Part

- **Lecture: “The Americans in Russia”**
 - Douglas Pullar and Jeff Jules talked about their eight year experience in Russia
 - Opinion about at present situation on social responsibility on Russian market and compared it to American’s
- **Lecture: “History of Russia”**
 - Presented by Bella Lazarevna
 - Description of Russian mentality and special Russian spirit, illustrated by examples of Russian behaviour in business area
- **Company visit: Baltika Breweries.**
 - Leading company on Russian beer market with a market share of more than 38%. They produce more than 30 brands of beer
 - Excursion to the brewery and presentation of the whole process of brewing
- **Company visit: Coca Cola Hellenic**
 - The main producer of Coke, Fanta, Sprite, BonAqua and Minute Maid juices in North-West region of Russia.
 - Excursion to the plant; saw the whole automated process of preparing a bottle. After that a company presentation and discussions with executives about CSR in Marketing

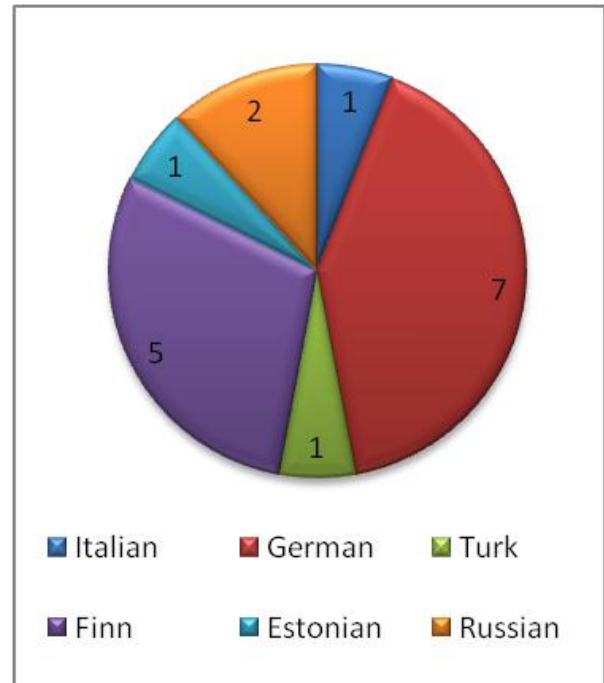


Lappeenranta

Corporate responsibility in forest industry

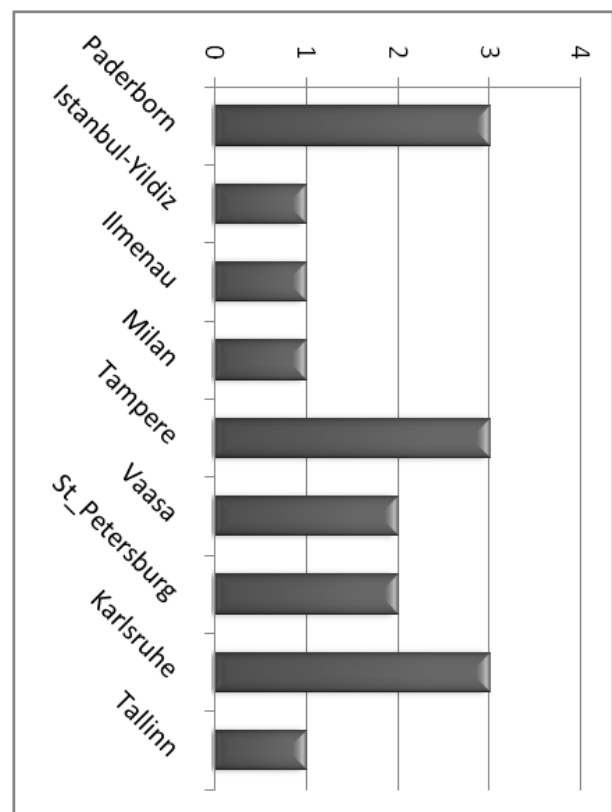
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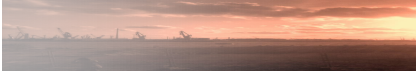
- Website:
<http://www.kaplaaki.fi/estiem/vision.html>
- Period: 15-19.04.09
- 7 Days
- Number of participants: 17
- Countries represented: 6
- Local Groups represented: 9



Cultural Part

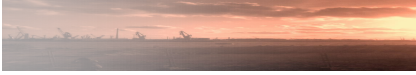
- Wappu opening party (Popular Finnish band "Haloo Helsinki")
- City tour by bus
- Summer cottage evening with sauna and lake
- Town Hall Cocktail party
- Finn Hits 70s party





Academic Part

- **Lecture: “Finland, as bridge between East and West”**
 - Held by Professor Tiusanen at the Lappeenranta University of Technology
 - An approach to relationship between Finland and Russia. Soviet Union and its transitional economy’s affect were emphasized. Discussion about how post-war time and special trade exception, clearing, helped growing industry in Finland and how exporting of material got stronger
- **Lecture: Nordic, Dimension Research Center**
 - Explanation of what they are researching and how companies and university are benefiting from it
 - At the launching point research in forest industry was also presented
- **Company visit: Stora Enso**
 - One of the biggest board mills in Finland
 - Combinations of actions, social responsibility and excursion to factory site were really eyes-opening experience



The largest Sandcastle in Scandinavia

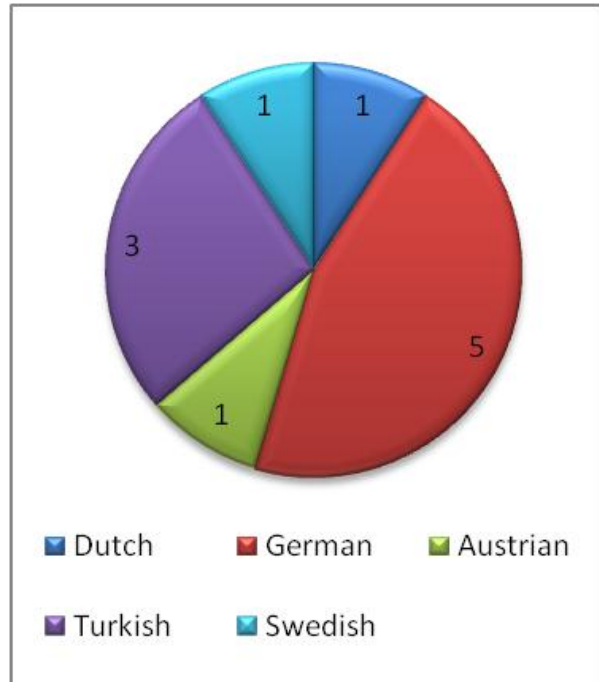


Lulea

The responsibility of the industry to keep our environment clean and healthy

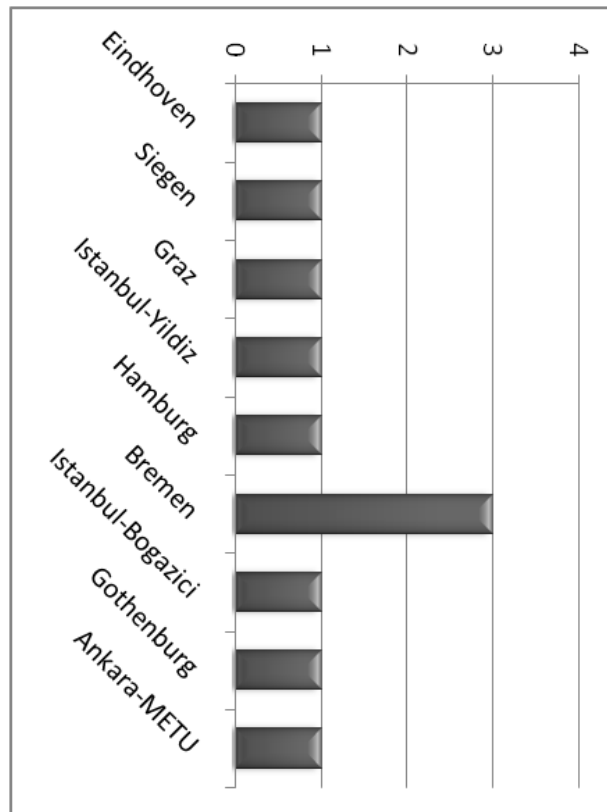
General Information

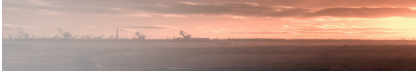
- Website: -
- Period: 15-19.04.09
- 7 Days
- Number of participants: 17
- Countries represented: 6
- Local Groups represented: 9



Cultural Part

- City tour in Lulea, the old town “Gammelstad Kyrkby”
- Blockhouse party including Sauna
- Gala Dinner
- Swedish kitchen and Suovas dish (Sami culture)





Academic Part

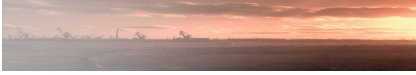
- **Company lectures: Boliden and Lulea Energy**
 - Boliden is a leading European metals company and Lulea energy a local power supplier
 - Description of their organization and their direction towards environmental policies.

- **Lecture: “CRS and environmental policies”**
 - Presented by professor Tim Foster about “Corporate social responsibility” with the direction towards environmental policies
 - Gave content to the company lectures by adding more theorized knowledge

- **Visit: “House of technology”**
 - An inspiration centre for technology students, which is specialized in different technologies.
 - Offers different technological inventions which you can test and which are also used in the northern of Sweden.



Lulea University of Technology

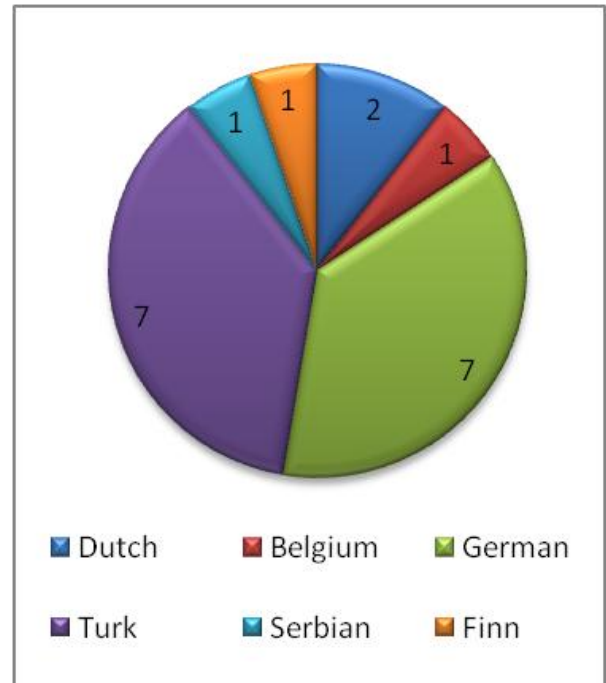


Braunschweig

Assessing industrial flows

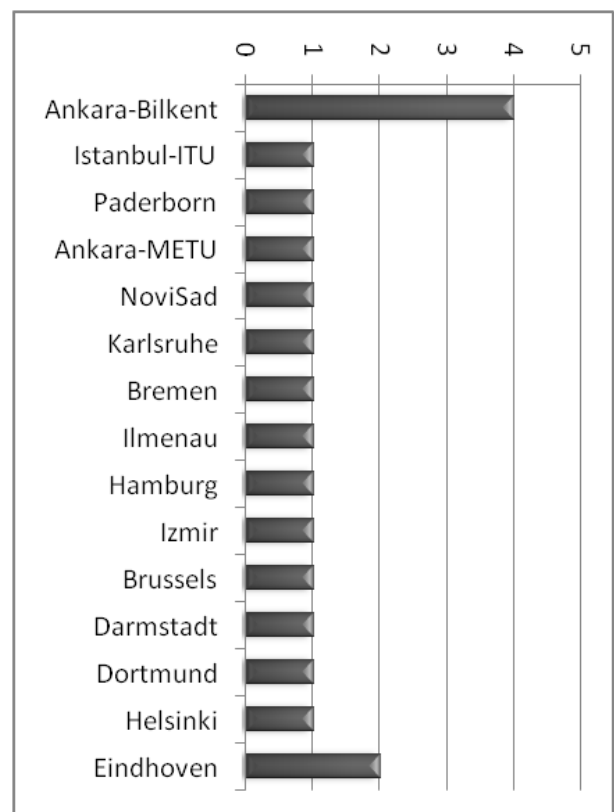
General Information

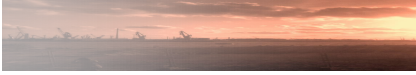
- Website: <http://www.vwi-bs.de/index.php?id=52>
- Period: 04-10.05.09
- 5 Days
- Number of participants: 19
- Countries represented: 6
- Local Groups represented: 15



Cultural Part

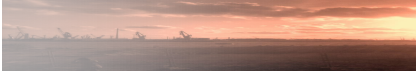
- Welcoming barbecue
- Visit of Rammelsberg museum (old mine in the Hartz mountains)
- City tour through Braunschweig
- Theme party “Born to be porn”
- Running dinner to discover German food





Academic Part

- **Case study: “Life cycle aspects of two phone types”**
 - Goals: analysis of life cycle oriented aspects of two telephone types including disassembly of the products and derivation of recommendations and optimization potentials for business strategies and products
 - Achievements: Acquisition of knowledge concerning end-of-life management for waste electrical and electronic equipment by means of a detailed analysis of electronic products
- **Case study: “Reduction of CO₂ emissions from passenger cars in the EU”**
 - Short introduction into the topic by the lecturers Jörg Wansart and Karsten Kieckhäfer, both research assistants at the institute for automotive industry and manufacturing industry of the technical university Braunschweig
 - Introduction of the participants into the problem of CO₂ emissions from passenger cars and the impacts on the economy
- **Lecture: “End-of-life management for waste electrical and electronic equipment (WEEE) ”**
 - Presented Tobias Luger, Grit Walther and Jenny Steinborn (research assistants and assistant professor at two institutes of Braunschweig university)
 - Topics discussed: the European WEEE directive from 2003 and the German transposition of the WEEE directive and the process steps in the end-of-life phase (disassembly, processing, recovery and recycling as well as reuse and remanufacturing)



- Company Visit: “ELPRO GmbH”
 - A recycler of electronic products
 - Insight into the daily works of a small recycler of electronic products and the problems the company has to face

- **Company Visit: “Volkswagen”**
 - An automobile manufacturer
 - Tour through some parts of the car factory passing by the press area, the assembly lines, testing facilities and much more



Braunschweig: Kohlmarkt

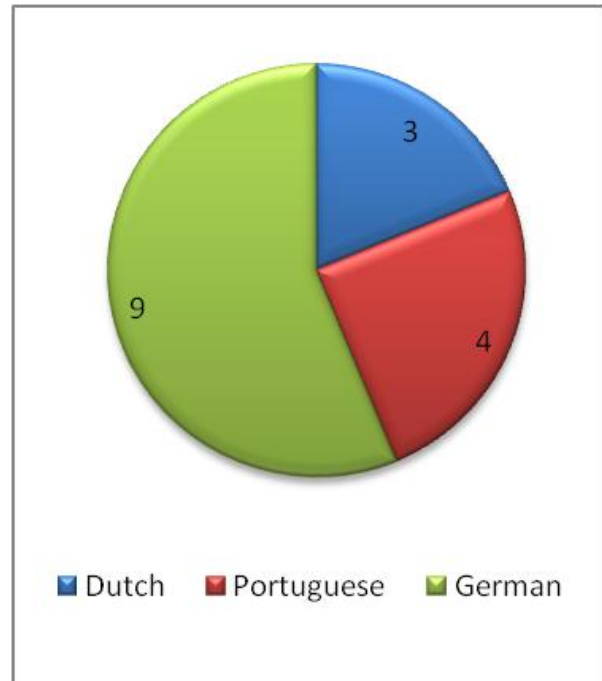


Enschede

Sustainable business

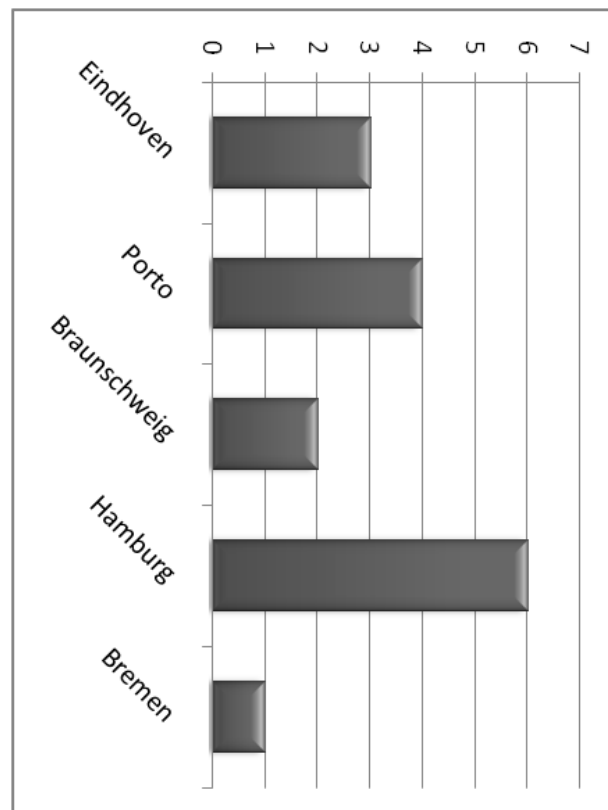
General Information

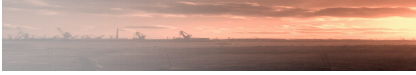
- Website:
<http://www.estiem-enschede.nl/>
- Period: 25-29.05.09
- 5 Days
- Number of participants: 16
- Countries represented: 3
- Local Groups represented:
5



Cultural Part

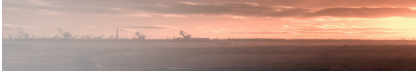
- Gala Dinner
- City tour
- Student association parties:
Vestingbar and the cabin.
- City tour in Amsterdam



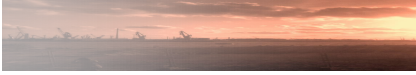


Academic Part

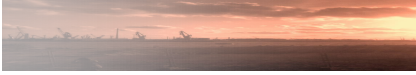
- **Case study: Dedicon spin offs**
 - Dedicon is a 12,5 million Euro turnover organisation which develops and produces products and services in order to make information accessible to people with low vision and limited reading abilities.
- **Lecture: Waterschap Regge & Dinkel** (Water Board R&D)
 - The Water Board is responsible for optimal water management and for the maintenance of the system of brooks in the region Twente
 - The Water Board is chosen every 4 year and consists of political parties, which is unique in Europe
- **Debate: “Sustainable Business”**
 - Mr Gijs Schilthuis participated in the debate. Gijs Schilthuis was at that time a candidate for the European Parliament elections 2009, for the Dutch VVD (liberal) party
 - Topics ranged from nuclear power to the financial crisis, and were commented by Schilthuis experiences in Brussels
- **Debate: TSM Company Picnic**
 - Picnic with representatives from companies or organisations to learn about their organisation and initiate a debate.
 - The CEO of the company ‘Bcause’ who organises events for companies who want to do something with CSR. For example, organising an activity where the profit goes to a charity



- A member of the city council for the party GroenLinks (green left). He told about the former military airport near Enschede and the idea to make it an active airport again.
- **Company visit: Singraven**
 - Visit of the estate Singraven
- **Company Visit: Grolsch**
 - Visit of the brewery of Grolsch. Grolsch is one of the leading beer brands in The Netherlands (turnover: 320 million Euro) and plays a big role in the Twente region.
 - Tour showing different parts of the factory, from the lab to the production lines
- **Company visit: Twence**
 - Visit of the site in Hengelo. Twence is a waste processing company which also generates energy for the region.
 - Guided tour of the incineration plant



Skyscraper in Enschede

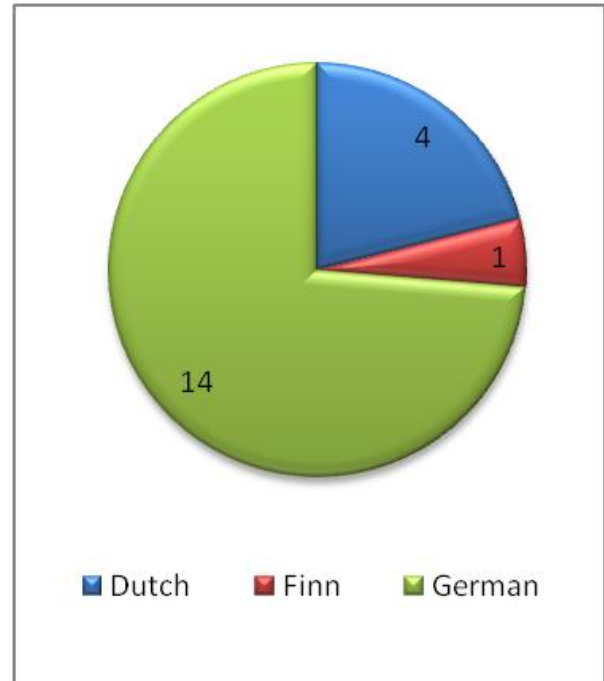


Bremen

Vision of Responsibility Final Conference

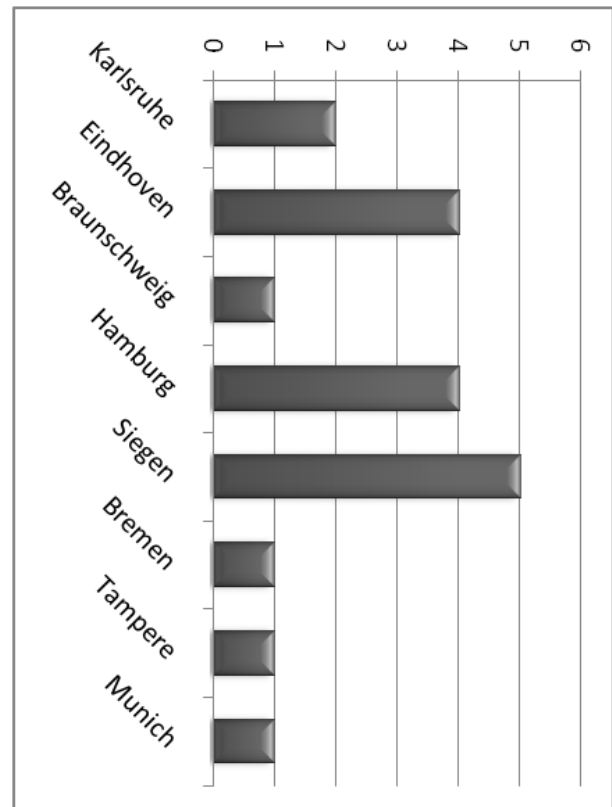
General Information

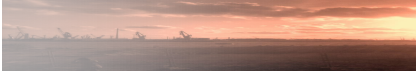
- Website:
<http://www.vision.vwi-bremen.org>
- Period: 02-07.06.09
- 6 Days
- Number of participants: 19
- Countries represented: 3
- Local Groups represented: 8



Cultural Part

- - Medieval dinner in a gothic crypt
- -- Party Tram
- - Guided tour of the factory and headquarter of Beck's
- - Guided tour of the town-hall (UNESCO world heritage)
- - City rally through Bremen



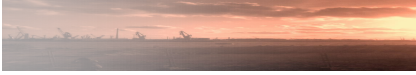


Academic Part

- **Case Study: “Sustainable aspects of Human Resources”**
 - The goal was to learn sustainable aspects of Human Resources by working on a real company case.
 - Each group presented its results in front of the plenum.
- **Lecture: “Local Actions – Global Effects”**
 - Held in Helsinki by Matti Willamo, a senior leader having a long history in top positions in the Finnish banking and assurance sector
 - Covered three topics: the climate change, the world of uneven distribution of wealth and the good leadership.
- **Company Visit: Enercon (Aurich)**
 - A German wind power energy supplier.
 - The visit showed the production facility of the company.



Enercon (Aurich)



Perspectives

Next Vision Cycle

*Vision - Efficiency in Communication
(2009/10)*

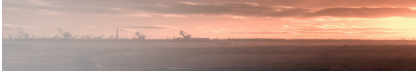


In a world of today it is every day more and more important to communicate efficiently. Either it is technological communication or social communication; we are always trying to say more with less effort. Especially now when the world is changing rapidly, it is valuable to save resources and be more efficient.

Seminars



1 <i>Gothenburg</i> September	6 <i>Lappeenranta</i> January	10 <i>Novi Sad</i> March
How to Promote Yourself	Communication over Borders	<i>Anytime. Any place. Do it wireless.</i>
2 <i>Istanbul-ITU</i> October	7 <i>Lyon</i> February	11 <i>Linköping</i> March
Communication with Customers	Convincing People	Presentation Skills in Focus
3 <i>Skopje</i> October	8 <i>Trondheim</i> February	12 <i>St. Petersburg</i> March / April
Corporate Communication	Communication Solutions of Tomorrow	International Communication. Lost in Translation
4 <i>Belgrade</i> November	9 <i>Vaasa</i> March	13 <i>Hamburg</i> April
Communication for the Future	Developing Communication Skills between Business Partners	Catchy Advertising – Get your Message across!
5 <i>Karlsruhe & Kaiserslautern</i> November / December		14 <i>Eindhoven</i> May / June
Me, You and the Machine		Final Conference



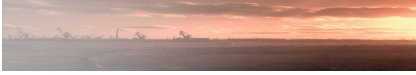
Final Word

Vision of Responsibility series is over, and a new one, Vision - Efficiency in Communication, is about to start. As link, a bridge between both series, the Vision Booklet symbolises more than just a summary of all the events that occurred during this year. It is a tribute to all organizers, from the Vision Project Leader to every single host, who contributed to make those Events real Successes.

As a participant, a member of the Vision Project and a future organiser, I have been amazed by the quality, the originality and the diversity of Vision of Responsibility series. I tried to write this booklet, so it will reflect my thoughts. But, presenting all events objectively by describing their academic and cultural contents is not a completely satisfying approach.

Therefore, I hope that the team that will write the Vision Booklet of the next series will accomplish it. I wish them "a very very" good luck.

Thanks to Markus and Sebastian for having entrusted me with this task and supporting me all the time.



Best Regards,

Thibaut Oster
Vision Booklet Responsible