

AIESEC.ORG

# Annual Report

AIESEC International  
2011-2012

The Adventurous

# Story of Youth

How AIESEC Conquered the Unknown to  
Grow Access, Impact, and Organisational  
Health in 2011-12.



The international platform for young people to explore and develop their leadership potential



# THE INSIGHT THAT PUTS PRODUCTS IN MILLIONS OF HANDS **MADE BY YOU**

## **Unilever Future Leaders Programme**

**Marketing • Customer Development • Finance • Supply Chain • IT • Research & Development • HR**

Unilever is the global company behind powerhouse brands such as Axe, Red Label and Comfort. We have the huge ambition of doubling in size and halving our environmental footprint. And to achieve this ambition, we need more people like Srirup. A Future Leader, he took on the challenge of growing Lifebuoy's share of the fiercely competitive hand-soap market. He led a marketing project which identified a gap in the market, and then worked with colleagues to develop 'the liquid soap with the 10 second germ impact'. Having shaped a unique message, he then deployed it worldwide –

bringing hygiene benefits to millions more consumers, and driving up market share by nearly 400%.

Big ideas like this drive our business. And in just three years, our industry-leading functional rotational programme will give you the skills, experience and commercial insight to come up with the next one. You'll take on real challenges, work with inspiring leaders, and rapidly progress to become a leader yourself.

To see the impact, and the career, you could make with us, visit our website [www.unilever.com/careers](http://www.unilever.com/careers)



# Once upon a time

## AIESEC History

AIESEC's vision of bridging people across borders took root in 1948, when AIESEC was founded in Europe. In this "first year" eighty-nine exchanges took place, mostly in the form of study tours with the aim of "... promoting friendly relations between members." In our first twenty years, the mission expanded to include developing the skills of young people. We also grew in impact, with 900% growth in exchanges and expansion from one to six continents!

In the 1970s, during the global economic crisis, AIESEC experienced its first drop in exchange. Global business trends brought an increased focus on management. In 1976, after years of focus on internship exchanges, seminars and study tours, global theme programs emerged, engaging members in conferences and activities around pressing global topics.

With the boom in economy and

population in the 1980s, AIESEC experienced continuous growth, leading to the highest number of exchanges in history. Expansion continued, especially to Africa, and the organisation digitised the exchange process. Activities included exchange-related projects, seminars and conferences, and follow up publications based on the international theme of the year.

The 1990s was a decade of rediscovery for AIESEC. In a world where global inclusiveness, democratisation and social topics were on the table, AIESEC clearly established that we focus on "indirect impact": developing individuals to enhance their ability to make positive impact on society. The transformation process was challenging, leading to temporary global misalignment and a drop in our exchange programmes, but it led the way for rapid growth.

The first decade of the 2000s saw alignment and increasing operations. Global leadership agreed on an "AIESEC Experience" that was provided in every country.

For the first time, we established the idea of team leadership as an AIESEC programme. Alignment brought professionalisation and standardisation, enabling two successive periods of 500% growth. AIESEC beat the exchange record from the 1980s.

In the 2010s, responding to the emergence of social networks, AIESEC has grown increasingly inclusive. In 2010, the third 5-year global visioning process led to a 20-year ambition to "engage and develop every young person in the world." AIESEC, though it maintains rigorous standards for its experiential leadership development programmes, is no longer only for a selected group of youth.

This inclusive mindset led to nearly 100,000 leadership development experiences in AIESEC in 2011-2012. The 2015 goal is 262,000 experiences, plus millions more connected to the AIESEC community. With 1.4 billion young people in the world, our question is: Is this fast enough growth to bring the peace we seek?

1948

1980

2000





# YOU **GUIDE YOUR TEAM** TO A WINNING PERFORMANCE? WELCOME TO DHL.



**At DHL, people mean the world to us.** That's why our goal has always been to attract and retain the best talent the world over. We provide challenge and opportunity for personal and professional development. We recognize the difference you bring to our business, and together we share the pride of building THE logistics company for the world.

For further information and to apply, visit: [www.dhl.com/careers](http://www.dhl.com/careers)

# BRING YOUR AIESEC EXPERIENCE TO DHL AND LEVERAGE YOUR POTENTIAL.



## Viktor Kiyashko

Service Delivery Expert, IT Services Central Europe, Baltic's and France - DHL IT Services, Prague, Czech Republic

### My Career within the Group

After being in AIESEC for 6 years, in 2007 I was happy to be selected as a Graduate Trainee with DHL IT Services in Prague, Czech Republic. After my traineeship, I became part of the country office team in DHL IT Services where I worked with 23 different countries in Europe and the US. I had numerous tasks dealing with process implementation and improvement, service management and project management.

In addition to that, DHL provided me with an amazing atmosphere of cooperation, team spirit, responsibility and result orientation. And now having been part of the company for 5 years, I can definitely say Deutsche Post DHL stands out amongst the other global partners, with its unique culture and spirit compelling to young bright individuals.



## Alejandra Larrota

Marketing and Communication Manager  
DHL Express Colombia

### My Career within the Group

I joined Deutsche Post DHL as an AIESEC intern in 2008 in the Human Resources Department of DHL Express Chile. After my internship in Chile, I joined DHL Express Colombia as Assistant to the Country Manager, and also started welfare and social responsibility projects in Colombia.

Following this, for the past one year, I have been working as Marketing and Communications Manager for DHL Express Colombia, where I have great responsibilities and challenges everyday. DHL provides an amazing environment for its employees to learn and grow, and I owe my personal development and growth to DHL.

# A Message from

## The power of youth leadership

We are living in quite an interesting time today. There are continuing concerns about climate change, conflict resolution, rising population, overwhelming information, economic recovery and much more.

This is the time when our communities need different kind of leadership, leadership that can unite and engage, lead through uncertainty, be flexible, leadership where at the core are values and ethics.

I believe AIESEC is the most powerful organisation in the world for providing a platform to develop those leaders.

This year has been another remarkable year of developing youth LEADERSHIP for a better world. We hit the new highest realisation of our exchange programmes passing the mark of 20,000 experiences provided for young people all around the world, we crossed the mark of 80,000 active members, and provided opportunities to lead a team to more than 24,000 youth.

More importantly, this past year

symbolises true leadership. Leadership, which can lead through uncertainty, challenges and questions the status quo to reach the best outcome.

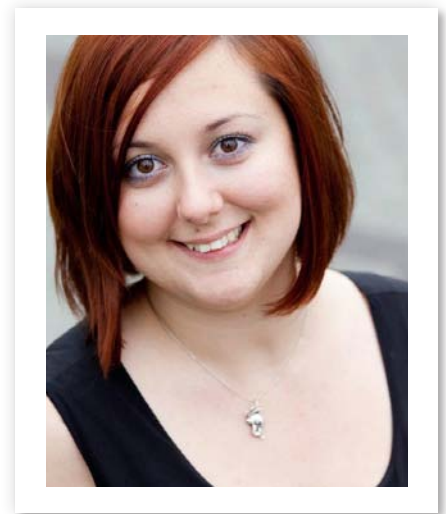
“Managers do things right, leaders do the right things.”

I truly believe in this statement, I’m humble and honored that AIESEC was manifesting this statement throughout entire year.

2011-2012 is a very special year for AIESEC as we began our journey toward the new and exciting goal, AIESEC 2015. This required every member to be daring, take bold decisions, and ask the questions we didn’t know answers for.

This report is a short summary of our achievements in the new era for AIESEC.

This is the story of the impact we created, showcasing the stories of young people living an AIESEC experience every day. This is the story of access, how one organisation can grow exponentially to reach more and more young people. This is the story of sustainable growth, as we believe it’s not just enough to grow, but it’s important to inspire and care about future generations. This report is also a very small token of



our appreciation and gratitude for our partners, supporters, alumni and thousands of active AIESEC members who make all of this possible.

As an organisation we have now existed for 64 years and as of today we are bigger and better than we have ever been. We trust that next year will bring AIESEC new opportunities and challenges and are convinced that even more leaders will exit the doors of this organisation ready to change the world.

Good luck AIESEC! And thank you!

**Tetiana Mykhailiuk,**  
President of AIESEC International  
2011-2012



## How do you create leaders for society as a whole?

### Here is the recipe:

Take a handful of bright, young people. Pick the ones who really want to become leaders: those are the ones who want to have impact, who want to make a difference, those who have a vision about what they would like to see happening in the future, who have the courage to speak up and who have the skill to communicate their message in a clear way.

Pour them carefully onto an association that allows them to grow further, that gives them the opportunity to learn about the future, about the world around them and about themselves: who are they, ultimately, and what do they want.

Mix them with other people that share common values: leadership, integrity, diversity, participation, excellence, sustainability.

Stir carefully and heat until they start to boil.

Next pour them from the container of their home country culture into a different country, through an international internship. Take them to the fire, for their baptism, and keep them there for a while.

Allow them to simmer for up to a year, until they reach the consistency you want.

Some may turn out darker or lighter. Usually, they retain their original colour, but actually their colour is not important at all, nor their religion, gender or sexual orientation. You're just looking for them to reach a certain consistency: a bit tough on the outside, but still soft and tender inside.

Sprinkle a large amount of spices on top, according to personal taste, to smoothen out the surface. You may want to have some who are smooth talkers, some who are really sweet, others who may have more of an "edge".

That's it: your leaders are ready to serve. To serve society, that is!

Oh, you say you are from AIESEC? Then you know all this already: you've been doing this for years and in the past twelve months you've



made a batch of 20,000 leaders to serve society! A batch of 20,000 serves 2,000,000.

There's nothing more you need to do... Enjoy! (responsibly...!)

**Fernando Lanzer,**  
Chair of AIESEC International  
Supervisory Group

# Table of Contents

003

## Intro

### 003 History of AIESEC

64 years activating youth leadership for a better world.

### 006 Welcome

A welcome from the President of AIESEC International and the chair of its Supervisory Group.

AIESEC was officially founded in 1948. At the time, the mission was “to expand the understanding of a nation by expanding the understanding of the individuals, changing the world one person at a time.

Belgium, Denmark, Finland, Norway, The Netherlands, France and Sweden are officially recognised founding Member Countries of AIESEC.

010

## 2011-2012 Team

014

## Impact

In 2011-12, AIESEC gave an unprecedented number young people a chance to learn to make a difference in society.

### 014 More experiences, more impact

Wei Na grew up looking for a good job. Now, she’s aiming for more.

### 016 Programme performance

90,200 leadership development experiences.

### 018 Changed for life

Additional aspects of AIESEC’s impact in 2011-12.

110+ countries and territories

80,000+ members

2,100 institutions of higher education

**AIESEC is the world’s largest youth run organisation.**





022

## Access

In 2010, AIESEC's members had a clear message: "We want more young people to have access to these opportunities." We share the early results of their ambition.

**022 It started with a laptop**

How Hadeer Shalaby expanded AIESEC to Lebanon.

**024 Lebanon: Part of trend**

Expanding AIESEC's presence in 2011-12.

**026 Champions of access: Global award recipients**

**028 Physical and virtual reach**

Online access connected us to even more young people around the world.

030

## Sustainable Growth

AIESEC's systems and culture are self-correcting, enabling exactly what many organisations struggle with right now: sustainable growth.

**030 AIESEC in South Africa is debt-free**

How courageous leaders saved a declining member committee.

**032 South Africa: One of many stories**

Their success shows a system set up to self-correct.

**034 Steps to sustainability**

Key moments in of AIESEC's health this year.

**036 AIESEC International Supervisory Group Profile**

038

## Financial Report

040

## Partners and Supporters

044

## Acknowledgements

# 2011-2012 Team





## **AIESEC International team**

It's simple to take a picture in the Netherlands. You dress up in formal wear, walk thirty minutes to Erasmus bridge, smile against the cold and pray the rain won't start again. So, when you see us, standing here, we're smiling, looking young and happy and proud. As we are.

But when I see the picture, I remember another day on the border of rain, this one in the middle of March. I am sitting at my computer. Without thinking, I put my head in my hands and say exactly what's on my mind. "I have no idea how to do this."

My teammate turns in his chair to laugh at me. "Welcome to AIESEC International."

It's true. We're from seventeen countries. The youngest member of the team just

turned 23. We studied biotechnology, psychology, and IT management. We've modeled, won swimming championships, published papers, lived for weeks on one meal a day, and worked at Best Western hotels. None of that prepares you for the challenge of "Peace and fulfillment of humankind's potential." None of that makes you ready for "Engage and develop every young person in the world."

Like every team before us, every day, we have no idea how to do this.

But that's the miracle of AIESEC. We're young and joyful, and we're sometimes irreverent. So in 2011-12, just like the AIESECers before us, we dared to do what we didn't know how to do. 2011-12 brought 20,000 global exchange experiences and 80,000 team experiences with AIESEC. And it was this AIESEC International team that led the way.

# 2011-2012 Team

## Leadership of AIESEC International

Average age: 24.6 years

<b>name:</b>	<b>country:</b>	<b>known for:</b>	<b>claim to fame:</b>
<b>Abraham Iyiola</b>	Nigeria	Quotes and riddles	Youth alliance framework
<b>Andrea Giraldo Tabares</b>	Colombia	Quirky design	Global Youth to Business
<b>Aniel Bhaga</b>	Australia	Bright colors	140% growth on social media
<b>Anna Laura Schmidt</b>	Brazil	Science, systems, smiles	Strategy map, entity consulting
<b>Dadepo Aderemi</b>	Nigeria	Loves poetry	Collaborative technical projects
<b>Darshan Desai</b>	India	Whole-body laughter	New global IT system launch
<b>Daudo Vali</b>	Mozambique	Passion for Africa	Expansion strategy, Africa region
<b>Denise Mae Adeva</b>	Philippines	“So proud of you!”	Collaboration strategy, Asia Pacific region
<b>Dmitry Dmitriyev</b>	Kazakhstan	Epic dance moves	New partners
<b>Florent Mei</b>	China	Humility, chicken pox	Growth in Western Europe
<b>Juan Carlos Peña Puertas</b>	Colombia	Purple shoes	Iberoamerica, access to AIESEC
<b>Luca Keresztesi</b>	Hungary	Love of Lady Gaga	Impactful team experiences
<b>Manveer Grewal</b>	India	“Impact.”	Global quality system
<b>Maria Mercedes Rodriguez</b>	Puerto Rico	Taking care of people	Developing marketing products
<b>Michaela Schedlingová</b>	Slovakia	Love of McDonald’s	Managing the most diverse region
<b>Michele Trickey</b>	USA	Data analysis	YouthSpeak2015 market research
<b>Nour el-Din Hussein</b>	Egypt	Metaphors	MENA region development
<b>Petr Netušil</b>	Czech Rep.	Beating Rolf in squash	Sales education
<b>Prashant Söegaard</b>	Norway	Google	Record sales performance
<b>Rolf Schmachtenberg</b>	Norway	Italian football	“Finance corner”
<b>Tetiana Mykhailiuk</b>	Ukraine	Singing Enya	Managing 20 people to success

It was this team - young, joyful, and sometimes challenging the status quo - that led the way.

If it's important for  
people and for the planet,  
it's important for Vale.

Prosthechea fragrans (Sw.) W.E. Higgins  
ORCHIDACEAE

Vale's Botanical  
Garden in São Luís,  
Maranhão - Brazil

# Legacy

Vale is a leading mining company that values business ethics as well as economic, social and environmental responsibility. But most of all, we value people. By creating and sharing value, we can positively contribute to the lives of our employees, partners, and the communities where we operate, leaving a lasting legacy for coming generations. We have developed effective ways of conserving ecosystems by creating new technologies and methodologies to use natural resources sustainably and to protect biodiversity. We also work alongside governments and civil society to improve living conditions in the communities we're a part of. We don't have all the answers, and we know there is a long road ahead. But through open dialogue and an ongoing search for effective solutions, we will help to imagine and achieve a better future for our planet.

**Vale - A Global Exchange Partner of AIESEC**



## Impact

**2011-12 was a year of global questions, for young people in particular. We experienced skyrocketing unemployment, the aftermath of Arab spring, and the birth of the world's seven billionth person.**

More than ever before, the world's young people need the opportunity to learn to lead collaboratively, with local cooperation and global vision. That's why AIESEC's ambition encompasses every young person in the world. That's also why we begin our stories of impact not from the eyes of an organisation, but from the perspective of a single Chinese girl.

**“The best marketing strategy any organisation can have is to create great experiences.”**

*More experiences, more impact*

## **The Story of Wei Na**

22-year-old Wei Na has just been selected into the national board of AIESEC in Kenya, where she will work as national director for volunteer internships. She is the first and only Chinese person to be elected to the national board of AIESEC Kenya in the 10 years that AIESEC has been officially open in Mainland China.

By accepting the position, Wei Na is leaving the allure of a corporate job and societal expectations in Mainland of China. Yet for her, this is a dream come true.

Wei Na's story is a typical example of a young person's journey through AIESEC. She was recruited on campus in Mainland China. The recruits in her class became members of teams working on a social project, delivering learning to kids in rural areas, or working with the corporate community to create opportunities for students to come to China. Through the experience, they gained a more global mindset, grew in emotional intelligence and social responsibility, and began to see the world in a different way.

For many, this experience motivated a search for more. They applied to lead some of the teams they worked in, taking on a higher level of challenge. Some went on to roles leading the office of AIESEC

on their campus. At the age of 19 or 20, they had authority over financial management, branding, and strategic implementation in their entity that would be the envy of many corporate leaders.

There was also the opportunity to take an AIESEC internship abroad. In Wei Na's case, she chose to take a volunteer position for 7 weeks in Kenya. The experience moved her so deeply that, upon her return to China, she decided to apply to the national committee. There, she would work for a year to open opportunities in Mainland China like the one she took in Kenya, making it possible for young people to come to China from around the world. Then she would move to Kenya to do the same.

For Wei Na, the decision was straightforward. "I saw how my contribution could change people's lives, the same way my AIESEC internship changed my world view."

### **More Experiences, More Impact**

AIESEC's ambition is to provide more young people like Wei Na this incredible experience. The purpose of this is not just to give young people get an opportunity to travel. We believe that the experience has a great impact on the individual, and, by extension, society. According to Maggie Jing Ma, President of AIESEC in Mainland China in 11-12, "we believe that the best marketing strategy any organisation can have

is to create great experiences." In an organisation like AIESEC, all marketing and all experiences drive to a single goal: Activating youth leadership for peace and fulfillment of humankind's potential.

This year 2011-12 in AIESEC, we celebrate creating almost 100,000 stories like Wei Na's. They were lived by young people in over 110 countries and territories.

Every day, our team members and leaders share their time and effort to make sure more young people like us have the opportunity to work in teams, to have experiences abroad, and to experience a global learning environment.

Wei Na didn't always dream of going to Kenya. Like many students, she started out feeling she should study hard and get a good job. Her AIESEC experience changed her. "My goal of getting a good degree and getting a good job in China was not good enough anymore. I need to do something different with my life".

It is to create stories like Wei Na's that AIESEC exists.



# Programme performance

54 472

**TMP**

**Team Member Programme**

A Team Member Programme is a practical opportunity for a young person to work as part of a team delivering a specific objective within a defined period.

24 356

**TLP**

**Team Leader Programme**

A Team Leader Programme is an opportunity to lead a team to achieve a specific objective while guiding others in their work.

## **AIESEC programme performance**

The AIESEC Experience is the way AIESEC develops young people. It consists of 3 phases: Engagement with AIESEC, Experiential Leadership Development and Life Long Connection. AIESEC's major programmes are delivered through the Experiential Leadership Development Programmes.

## **The Experiential Leadership Development Programme (ELD)**

Is an opportunity for any young person to discover and develop their leadership potential. It provides every young person access to AIESEC's value based platform with the following characteristics: International cross-cultural opportunities, access to a global network, opportunity to make positive societal impact, personal and professional development.



## Total number of experiences:

# 99 206

## 5 028

### GIP

#### Global Internship Programme

A Global Internship Programme provides opportunities for young people to gain cross-cultural professional development experience abroad.

## 15 350

### GCDP

#### Global Community Development Programme

A Global Community Development Programme provides opportunities for young people to create direct positive impact through an international volunteer experience abroad.

### Engagement with AIESEC (EwA)

Engagement with AIESEC is a new concept that we use to recognise the fact that a student who is connected to AIESEC, but not yet living one of our programmes, can still be impacted by the experience. It reflects our commitment to strengthen AIESEC's global learning environment and make it more and more inclusive.

### Life-long Connection

The Lifelong Connection phase is an opportunity to keep our alumni connected to the organisation and our core values. In this way, AIESEC presents each of its alumni a platform for continuous growth thus enabling them to make a constant positive impact on society.

44% of young people we reached in our survey think corruption is the most widely present problem in their society. 32% think it's quality of education.

-YouthSpeak2015

# Programme performance

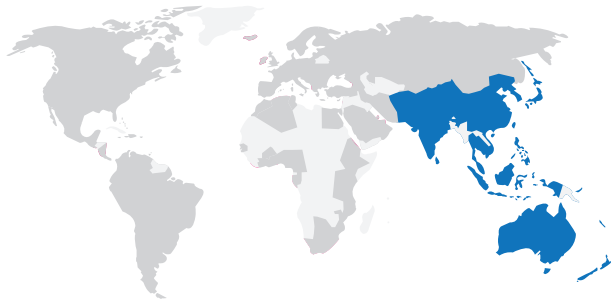
## Number of experiences provided in each region

between 1 July 2011 and 30 June 2012



### Africa:

Team Member Programme	2232
Team Leader Programme	1655
Global Community Development Programme	
Students received	1827
Students sent abroad	555
Global Internship Programme	
Students received	108
Students sent abroad	233



### Asia Pacific:

Team Member Programme	11972
Team Leader Programme	6342
Global Community Development Programme	
Students received	5535
Students sent abroad	5463
Global Internship Programme	
Students received	1978
Students sent abroad	799



### Central and Eastern Europe:

Team Member Programme	9605
Team Leader Programme	9605
Global Community Development Programme-	
Students received	4166
Students sent abroad	2776
Global Internship Programme	
Students received	1050
Students sent abroad	1561

*Impact*

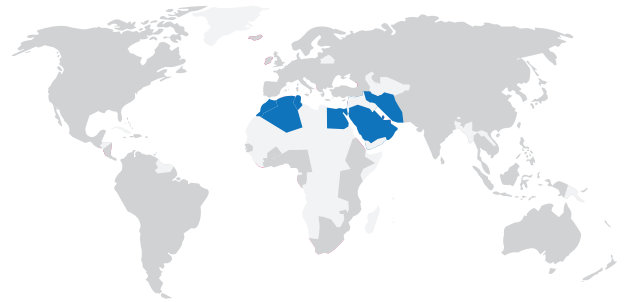
## Iberoamerica:

Team Member Programme	20187
Team Leader Programme	7340
Global Community Development Programme	
Students received	2076
Students sent abroad	2802
Global Internship Programme	
Students received	592
Students sent abroad	1033



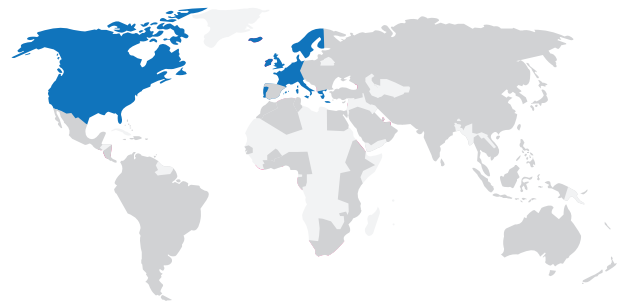
## Middle East and North Africa:

Team Member Programme	1990
Team Leader Programme	832
Global Community Development Programme	
Students received	748
Students sent abroad	791
Global Internship Programme	
Students received	183
Students sent abroad	283



## Western Europe and North America:

Team Member Programme	8336
Team Leader Programme	4118
Global Community Development Programme	
Students received	997
Students sent abroad	2716
Global Internship Programme	
Students received	1120
Students sent abroad	1358



**“People change their perspective of leadership when they travel”**

*- Global Youth to Business Forum Kenya 2011*

*youthtobusiness.org*

# Impact

## Net Promoter Score

AIESEC's commitment to creating high-quality, impactful experiences motivates a constant drive for us to continue to improve our operations. This year, to empower a more dynamic response to feedback, we began to test the use of Net

Promoter Score to evaluate programme participant satisfaction. The Net Promoter Score is a customer loyalty metric that can be used to gauge the loyalty of an organisation's customer relationships. It is based on a simple question based on a scale of 0-10, "How likely are you to recommend this experience?" Pilots are currently underway.

## Spotlight on: Life-long Connection

In 11-12, we have further defined the "life-long connection" (LLC) phase of AIESEC, and we've launched a LinkedIn-based alumni hub to connect our LLC participants!

Members of the global AIESEC alumni LinkedIn group can access the platform at:

<http://alumni.aiesec.org/>

## Alumni to Alumni

A platform for  
continuous personal  
and professional  
growth

## Alumni to AIESEC

A network of  
entrepreneurial and  
responsible leaders  
across sectors

## Alumni to the world

Opportunity to  
enhance our impact  
on society

The collaborative network of AIESECers  
across generations



# In a world of increasing complexity, there is a way to be certain.

In a fast-evolving marketplace which demands leadership that brings results, there exists a way of certainty: Tata Consultancy Services (TCS). With TCS as your strategic advisor and partner, the ever-changing new landscapes of business become new vistas of opportunity, from digitally connected consumers to big data to emerging markets to end-to-end solutions for transforming your organization. TCS offers you market-proven, world-class experience, expertise and guidance to show the way for your business to evolve. As the designated global IS partner of AIESEC, we developed the ACE Program to enable young professionals to experience certainty with TCS. **Visit [aiesec.org](http://aiesec.org) and you're certain to know more.**



IT Services  
Business Solutions  
Outsourcing

**TATA CONSULTANCY SERVICES**

Experience certainty.

TATATATATAT  
ATATATATA



## *Access to opportunities*

**The global vision of youth is inconsistent. In some places, we're "disengaged" in others, we're the strongest force for change.**

Young people might be difficult to understand, but AIESEC members know what we wish for the youth of the world: more access to experiences like the ones we live. This inclusive ambition constantly challenges us to grow. In our "access" section, we share the stories of key players in increasing access to AIESEC opportunities this year.

# *It started with a laptop*

## **AIESEC Lebanon story**

**What if AIESEC was not in your country or territory? What could you do? Do you give up and not bother because it doesn't exist there, or do you seek out information and try to establish a chapter of AIESEC in your country. This is what happened in Lebanon, one of the fastest expansions in the AIESEC network showcasing how AIESEC can be accessible to anyone and everyone.**

It started with a disappointment. AIESEC in Egypt had applied to host an international conference, but another country had won the bid.

"We were either going to do the conference or an expansion," said AIESEC in Egypt's President at the time, Nour el-Din Hussein. "When we weren't selected for the conference, the choice was obvious."

Enter International Presidents' Meeting 2011, where AIESEC's national presidents and president-elects gather to co-create strategic direction and to legislate major changes. The presidents gave a "green light" to an expansion to Lebanon, with Egypt as entity partner. But who would lead the

way?

"Hadeer Shalaby had been one of our local presidents. Then, she was on the Congress Committee for the Middle East North African regional conference. She was outstanding. It was a natural choice," Nour reflects.

For Hadeer, choosing to go to Lebanon would mean living outside of her parents' house for the first time. She would have only her laptop, start-up funds from Egypt, and a few e-mail addresses to begin with. On top of that, she faced the pressure of Nour's hope that she could bring Lebanon from expansion to full member in a year, the fastest known trajectory in the past 40 years of AIESEC's history. She said yes.

Acting quickly, with her accustomed practicality, Hadeer decided to go visit Lebanon in April, a few months before her official appointment began. She met with professors and university heads, friends of relatives and relatives of friends in Lebanon. Within a week, the first 10 members of AIESEC in Lebanon were on board.

The following months were a challenge. Between April and June, members began to lose motivation. It was a puzzle for Hadeer. How could she convince someone to apply for a position in AIESEC when they had

no prior knowledge of what AIESEC was and no experience of how global the organisation is? Hadeer didn't have a single Lebanese champion to speak for AIESEC yet.

But she did still have one trick up her sleeve: AIESEC conference. "I knew I had to get them to AIESEC in Egypt's national conference. That would be the turning point. If it didn't work, I didn't know what I'd do."

Her guess was correct. This one interaction with existing AIESEC members changed their perspective – and that paid off. In February 2012, AIESEC in Lebanon became a full member of the AIESEC association, winning an ING award for excellence and setting a record for the speed of expansion. Between February and the beginning of June, the country created 27 more internship experiences, and Hadeer was selected for AIESEC International.

In just 1 year, Lebanon had the culture of AIESEC, with members learning from each other, making new friends and being part of the global AIESEC network. This is what Hadeer had moved and created. To Hadeer, AIESEC Lebanon is her baby. "I could not be more happy to see how AIESEC in Lebanon is now".



# Access



## Lebanon: A part of a trend

AIESEC's history has been one of expansion, a trend consistent with our desire to connect young people across borders around the world. In the past five years, physical access to AIESEC has increased rapidly, with growth in the number of member committees in the organisation, as well as the number of local committees operating in each location. In the past five years alone, there have been over 15 expansions to new countries, leading AIESEC

to a total presence in 111 countries and territories.

Especially now, expansion is crucial to our strategic direction. If we want to engage and develop every young person in the world, we can't do it all online. Our physical presence is a key factor in enabling us to activate youth leadership toward peace. As a result, we held an expansions summit this year at the MENA regional conference in Morocco, leading to a series of proposals to facilitate the process of growing our network. A new expansions global team will take the work forward in 2012-2013.

### Current expansion countries

Algeria  
Benin  
Gabon  
Georgia  
Ethiopia  
Iceland  
Qatar  
Liberia  
Burkina Faso  
Nicaragua  
Paraguay  
El Salvador

Have you ever wanted to represent young people?

Yes: 89.5% / No: 10.5%

From 30,000 responses to AIESEC's global youth survey. Of those saying yes, 50% had considered doing so globally.

-YouthSpeak2015



# Social media

## Global Access, words of youth

AIESEC has become a formidable virtual presence this year. More and more, national and local offices have Facebook pages, Twitter accounts and YouTube channels, which tell AIESEC's story and connect youth

around the world. This year, our growing virtual reach allowed us to capture and share young people's hopes and opinions, from a new take on "Hello, World" (*below*) to 30,000 responses to a global youth survey, YouthSpeak2015, whose results you see in the footers of this report.



### Facebook

**98,000 to 250,000 fans.**

The fastest growing channel, was used to engage AIESEC members and non-AIESEC members around the values of AIESEC and bring discussions on various topics.

### Twitter

**15,000 to 25,000 followers.**

A growing channel which was used especially during global conferences and to update followers on what AIESEC is up to globally through the #tag of #aiesec.

### YouTube

**195,000 to 256,000 views.**

A channel which we engage the general public, this year with "lead talks". Talking about different topics and raising discussions within AIESEC and non-AIESEC members.

## Partnerships and Alliances

AIESEC is committed to growing a robust and diverse network of organisations who work with young people and whose values align with ours. This year, we took a major step to define our alliances and connect them to our organisational goals to create more mutually beneficial relationships. We established new partnerships, refreshed old relationships, and continue to explore opportunities to collaborate with more organisations working with young people from different parts of the world.

One of the highlights of the year was the presence of eight youth organisations at our Global Leaders' Summit in Hungary. It was a space to share AIESEC as an organisation and to define how to work together to reach more young people and provide great experiences for them. The following organisations were present: Students in Free Enterprise (SIFE), ERASMUS Students Network, Peace Child International, Board of European Student in Technology (BEST), Challenge:Future, World Organisation of Scout Movement and International Federation of Red Cross and Red Crescent Societies. We were also pleased to announce an alliance with ISIC, the global association of International Student Identity Card providers, on July 2, 2012.



# Champions of Access

## Awards in AIESEC

The room is large, the tables set in white. The delegates, all AIESEC presidents, are wearing formal wear. AIESEC International sits at the center table, mixed with executives from the global partners. A video begins to play...

It is the global awards night, one of the three most-awaited nights of the year. Tonight, as at AIESEC's other global

awards ceremonies, entities are awarded for consistent growth, for market penetration, and for contribution to the network. By recognising top performers for their contribution, we encourage our members to reach further, expanding access to AIESEC every day.

With the support of our global partners and alumni, AIESEC was able to recognise four groups of achievers for growing access to AIESEC experiences in their entities.



## UBS

The UBS Global Achievement Awards and Regional Excellence awards, given at International Congress in Kenya in August 2011, recognise quality operations and overall contribution to AIESEC's goals.

## Award recipients:

**Global UBS Award:**

**AIESEC in Brazil**

**Regional Winners:**

Africa:

**Mauritius**

Asia Pacific:

**Mainland of China**

Central & Eastern Europe:

**Russian Federation**

Middle East and North Africa:

**Egypt**

Western Europe and North America:

**Germany**

"The UBS Awards encourage AIESEC entities to strive for excellence while maintaining sustainable operations - principles by which UBS is also guided. With more than 200 internships realised in UBS since 2007, AIESEC represents a rich vein of talent and we look forward to developing our partnership. Congratulations to all the winners."

*Andrea Beldecos, Managing Director, Graduate Recruitment and Development, UBS AG*





The ING Leadership Excellence awards, given at Global Leaders' Summit in Hungary in February 2012, recognise outstanding short- and long-term performance. The forward-thinking recipients of these awards reflect the leadership characteristics valued at ING.

## Award recipients:

- For Living Success: ***AIESEC in Brazil***
- For Global Contribution: ***AIESEC in India***
- For Absolute growth: ***AIESEC in Colombia***
- For Relative growth: ***AIESEC in Lebanon***
- For Relevance in Society: ***AIESEC in Estonia***
- For Innovation: ***AIESEC in Mainland of China***



The PwC Sustainability Awards, given at regional conferences in Greece and Chile, in March 2012, recognise collaboration, improvement, and excellence in financial management.



The Global AIESEC Sustainability Impact Awards are made possible through the generous contribution of alumnus Nakul Zaveri, with the AIESEC Alumni Sustainability network. They recognise the top sustainability contribution within the AIESEC network.

## Award recipients:

- AIESEC in Germany***
- AIESEC in Brazil***
- AIESEC in Indonesia***

## Award recipients:

- AIESEC in Mainland of China***
- AIESEC in India***

# Conferences

## Learning, inspiration, and connection for a growing network

Sitting in a circle on the thick red carpet of a Kenyan auditorium, an Italian girl holds a scrap of paper. She reads aloud to the group. “(Blank) allows young people to explore and develop their leadership potential through different programmes.” Hands – Sri Lankan and Estonian – reach out to put the paper in the “Experiential Leadership Development” section of the puzzle they are building on

the floor. Meanwhile, from China, a Bulgarian chats his opinion to the computer in the back of the room. “This is so easy to understand!”

It is International Congress in Kenya, August 2011, one of two global conferences held each year. The young people in the room are just learning the refreshed definitions of AIESEC’s leadership development programmes. Most of them started their roles fewer than three months ago. They must learn to run their entities, grow the number of participants in their programmes, and take care of organisational health.

These young leaders are drawn to the conference by a deep sense of

responsibility. They must connect with each other, understand and help building the global strategy. If they do not, their operations will stagnate, and their exchange programmes will not survive.

The year, the global and regional conferences were accessible to far more students than before, through a dramatic increase in virtual participation. As we enhanced virtual agendas to mimic the rich interaction of the physical spaces, we began to find almost limitless potential for interaction. By increasing access to our conferences, we see clearly that we’re moving closer to engaging and developing every young person in the world.

20th - 29 August 2011

## International Congress 2011

### Kenya

500+ presidents and vice presidents, 110 countries and territories

Launch of 2015 programme goals  
Global Youth to Business Forum

15 - 24 February 2012

## Global Leaders summit

### Hungary

200+ presidents, 110 countries and territories

Election of President of AIESEC International 2012-13 Florent Mei  
Eight other youth organisations participating

March 2012

## Regional summits

### Mozambique, Japan, Greece, Chile, and Morocco

Launch of programme strategy for 2012-2013

Chile conference’s “Youth to Education” gets 40,000 people involved in 1 day

Mozambique president and ministers join African regional summit

“It is very important for us as youth to lead by example.” – Global Youth to Business forum, Kenya, 2011

[youthtobusiness.org](http://youthtobusiness.org)



# WHAT WE OFFER

When you work at Electrolux, you carry the pride of being part of a company that has, for almost a century, created products that have improved lives.

Electrolux encourages employees to seek challenges across organizational boundaries. As a major international company, we believe moving among business divisions, functions and regions is an important part of a person's career development.

For more information visit our career webpage: [www.electrolux.com/careers](http://www.electrolux.com/careers)



*Thinking of you*  
**Electrolux**



## *Sustainable Growth*

**Global recession. Sovereign debt crisis. Increasing carbon emissions. World leaders and common citizens alike are asking: How can we create and maintain sustainable growth?**

AIIESEC's answer is to create a self-correcting system where actors are empowered to react decisively to concerns about organisational health.

# interview

On May 26, 2012, AIESEC International made a late-night call to South Africa: "Congratulations, Apoorv. AIESEC in South Africa is debt-free."

**The following is an edited transcript of a Skype interview with Apoorv Bamba, the President of the Official Expansion of AIESEC to South Africa.**

**How are you, Apoorv?**

Great. I got two brilliant offers this week, so I might stay back in South Africa for another year. My dream is to open a university, and both offers relate to my career path.

**Congratulations. Do you have a family connection to South Africa, then?**

No – I decided to come because of my leader. Indians are emotional. He knew that. He took advantage of me.

**So you landed in South Africa with a promise of 6,000 EUR for operations, and an emotional decision.**

Yup, and a handpicked team. Rahul had a nice steady job at Canon India. I told him, come with me. It'll be an adventure.

**You also selected another Indian, an American, and a Ghanaian.**

Yes. I chose fighters who would not give up, who would dream big.

**Then what happened?**

We dedicated first 2 months to learn what was actually happening in the country. Members believed doing charity events was AIESEC. Money, not leadership, seemed to be the only motivation. The alumni had become disheartened.

**I heard you lived on bread and tea?**

Hahaha... that was July. It was

taking time for India to make an international transfer. We used to go to cafes and take sugars. Luckily you can drink tap water here.

**And the President of AIESEC International bet you you'd fail?**

Yes, to challenge me.

**What would happen if you lost the bet?**

By International Congress, it was not about winning or losing. We were in a country that needed AIESEC more than AIESEC needed it. It's funny – all these years in AIESEC, I never truly saw its relevance for a nation. We always debated if India would be different if AIESEC were shut down. But here I was, and I could see how different South Africa would be if AIESEC became a force.

**The potential was there.**

The students were craving to explore new things. Plus, there was a big skill gap in the young population. So it had to be a change of mindset in students to believe there is more to life than books and a job, to see that success is about exploring your potential and striving to work towards it.

**So you made a plan.**

We decided on a simple outgoing exchange strategy. It would also bring funds. They would experience exchange and then come back and lead AIESEC at their universities.

**Did it work?**

Yes, so much we knew in December we'd be able to pay the debt.

We decided to invest in the local committees. We expanded into new universities, trained them for a massive recruitment, and built an incoming exchange programme.

**You tripled exchange results, too. So what's next?**

We have a long way to go in building local capacity, and I see that as the future. AIESEC needs South Africans to take over on the national team, so the current local presidents to take up the next step.

We want to be number one in outgoing exchange in the AIESEC network in 2015, and #1 in Africa in 2012. We want every member to know the core purpose of AIESEC and to realise the contribution he/she can make to the community.

**Do you believe it will continue?**

I know it will continue.

**Is there anything else you'd like to leave us with?**

"We all are captives of our identities, living in the prisons of our own creations." Only we can limit ourselves.

**Thank you.**

Thank you for making me feel like a celebrity! :)

.....  
*Apoorv is a 23-year-old New Delhi native with a degree in Marketing, Advertising, and Business Administration from Delhi IIT.*



AIESEC  
SOUTH  
AFRICA

# Sustainable Growth

## South Africa: One of many stories.

South Africa's story is just one of many results of AIESEC's focus on network sustainability, as well as the open culture that earned the organisation a place alongside HCL and Zappos on the WorldBlu list for freedom in the workplace. Here, we share five of the principles that make stories like these possible.

### Culture of democratic principles:

**Decentralisation:** The leaders of AIESEC in Germany, India, Mainland of China, and Brazil opposed the original strong push from their peers to end AIESEC's operations in South Africa. Then, the team that repaid the debt and revitalised operations was from India, Ghana, and the United States. Three of these entities were recognised in the Global ING awards in February 2012, in part for their contribution to network health.

*The global office recognises and encourage members whose vision goes beyond their entities for the good of the global network.*

**Individual and collective:** Apoorv told the other entities investing, "I'll pay the debt – or we'll close." He and his team refused to dictate operational changes, rather encouraging South African members to answer the challenges they faced.

*Their emphasis echoes AIESEC's Guide for Impactful Team Experiences, published in Nov. 2011. This states that an experience is "Defined by a team purpose, aligned with the AIESEC Way, and driven by the individual." We emphasize ownership and opportunity, trusting and rewarding individual initiative.*

## Spotlight on talent capacity



Michael Hubbard was one of the South African students Apoorv's team sent abroad in 2011. His experience motivated him to take up to a regional leadership role, co-coordinating a new AIESEC in Africa branding initiative. The images that accompany this story are from the children's home where Michael worked in India. He went back in June, this time with t-shirts for the kids.

"India has changed my life, it is a truly amazing country. It is a magical country." – Michael Hubbard



## Pillars of network sustainability

**Talent capacity:** Apoorv sent students abroad in such a way that they'd return and become local leaders. They postponed full debt repayment in order to invest in giving their members training and a stake in decisions.

*AIESEC has 100% leadership turnover each year. Taking care of our leadership pipeline ensures that each fresh generation brings new ideas and the capacity to manage the organisation. In parallel, it means each generation of alumni truly has enhanced their ability to make a difference in the world.*

**Finance and legality:** The 11,500 EUR of debt repaid by the Official Expansion of AIESEC to South Africa was just one of many long-outstanding receivables covered this year.

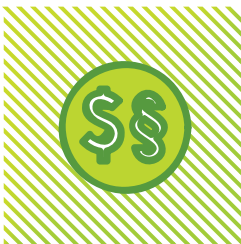
*Meanwhile, globally, community development project teams have increasingly focused on finding financial partnerships to ensure sustainable funding. Emphasizing financial management increases the health of the organisation while training young leaders to ensure that projects have the resources to live beyond them.*

**Governance and planning:** In early 2011, the Global Plenary of AIESEC presidents voted not to end AIESEC's operations in South Africa. Only one member committee has been closed this year. In the same period, two gained full membership, and four expansions opened.

*The plenary of the AIESEC association actively uses its power to admit and reject members. Each new generation makes critical choices about network development, experiencing the challenge and impact of global decision-making.*

## The Pillars of network sustainability:

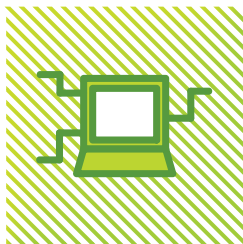
Finances & Legality



Governance & Management



IT & Infrastructure



Talent Capacity



Customers & Partners



Brand



Sustainability

# Steps to sustainability

The following timeline outlines major events in improving the “system” of AIESEC: our ability to thrive, resolving challenges quickly and organically.

## MyAIESEC.net launch

The launch of a new intranet permits improved knowledge management and Experiential Leadership Development programme analysis.

October 2011

## Satisfaction system

AIESEC’s pilot Net Promoter Score survey returns scores of 50 or higher – excellent, according to industry standards – leading the way for a larger pilot in July.

January 2012

August 2011

## Pivot point in member debt

Plenary establishes “Entity in debt” status to not further cripple weakened members with association fees.

November 2011

## 20 solutions a day

AIESEC’s global Musketeers, an entirely volunteer team, resolve 610 user concerns related to transition to our new system. This is a 200% increase in resolution rate over 2010.

November 2011

## Teaching social enterprise

At the annual “EuroCo,” 200 local leaders from across Europe take responsibility for growing AIESEC’s “triple bottom line.”

**“I believe in my values, responsibilities, contribution as a son, brother, friend, love, member, citizen not to the personal but to the global society.”**

— Respondent, male, Indian, YouthSpeak2015

## Leading indicators

AIESEC International decides to use “leading indicators” to flag areas of concern in the network, reducing the number of variables that member entities must report on by 50%.

## Consultancy day

AIESEC International flattens the distance between new members and the global office by opening to the entire network for consultancy day.

## Healthier finances

AIESEC International closes the financial year with 157.000 EUR less in accounts receivable aged over 90 days than in 2011.

April 2012

May 2012

May 2012

April 2012

## YouthSpeak 2015

AIESEC gathers 30,000 complete responses to its YouthSpeak2015 survey in preparation for our brand re-design.

April 2012

## Honored for freedom in the workplace

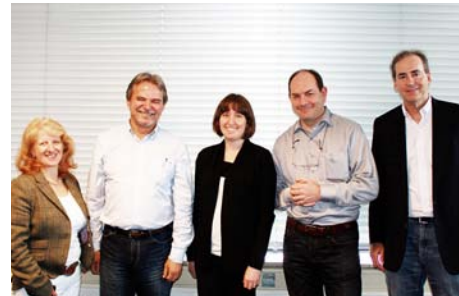
AIESEC makes the WorldBlu list of most democratic workplaces, along with companies such as Zappos and HCL, honouring the power of individuals to shape the whole.

# Global Governance

## AIESEC International Supervisory Group

The AIESEC International Supervisory Group is mandated to advise and support the AIESEC International team. This year, their questions and guidance played a key role in preserving AIESEC's dynamism as we faced the uncharted waters of a new midterm ambition.

They suggested that AIESEC should use as few, simple statistics as possible. We responded by discarding 20-question surveys in favor of the Net Promoter Score. They recommended that our team programmes succeed without detailed rulebooks. We responded with the four principles of the "Guide to Impactful Team



Experiences." At every pivotal moment, their questions guided us to challenge the assumptions that limited us, unleashing the AIESEC of our dreams.

The challenging dialogue they inspire continues to be a key factor in keeping AIESEC a fast, lean, and healthy organisation, growing sustainably toward the peace we envision. We thank them sincerely for their contribution.

**Fernando Lanzer, Chair**

**Andrew Fiddaman**

**Kelly Michel**

**Hugo Pereira**

**Miles Flint**

**Ralph Hamers**

**Simon Bennett**

**Karel De Baere**

**Janet Markwick**

**Anikó Magasházi**

**Satish Pradhan**

**Jan Muehlfeit**

Managing Director, LCO Partners

Managing Director, The Prince's Youth Business International

CEO Potencia Ventures

Marketing & Communications Manager at D-Sight \*

Former President of Sony Ericsson, current Chairman of Skype

CEO ING Belgium, Former Global Head Wholesale Banking Network ING

Partner, Fox Williams

CEO pwc Belgium, Former Network Operations Partner at pwc & Chair of IAC \*

CFO at Grey Group, former Director of Marketing at Coca Cola

CEO of Unicredit Leasing in Hungary, first Hungarian AI member in 1982-83\*

Global Vice President of Human Resources at TATA Group

Chairman Europe, Microsoft Corporation

\* Denotes AIESEC alumnus

# Sustainable Growth

# FUTURE CONSIDERATIONS

*“You have changed my life & transformed my business.”*

Simon Collins, former CEO, KPMG UK Corporate Finance

We exist to enable people, teams and organisations to evolve and influence the greatest challenges of our time. We act as catalysts for courageous leadership across continents. We have run leadership programmes, change projects and learning journeys with organisations such as HSBC, Shell, Anglo American, Cadbury, the United Nations, Tate... and AIESEC. Every engagement is unique. We design and facilitate using innovative approaches, enhancing the lasting impact we create.

For each life we touch, there is a story to tell. Become part of our journey at [futureconsiderations.com/stories](https://futureconsiderations.com/stories).



# Financial report.

## Financial report of AIESEC International in 2011-2012

In 2011/12 AIESEC globally improved its financial management and capacity to deliver more impact around the world. This was reflected

directly in Member Committees being more willing to invest more financial resources for global investments on behalf of the global network, as well as AIESEC International finishing the year with a positive operating balance.

AIESEC International's budget is determined by the Global Plenary of Member Committees. It is financed through Member Committee

Contributions (51%) and Revenue from Global Partners through sponsorships, donations and grants (49%). Any excess in revenue as a result of Global Partners in one period is allocated to the reserve holdings of AIESEC International or deferred to investments back into the association in a future period. This allocation is made according to principles determined by the Global Plenary of Member Committees.

### Balance sheet as of 31 May 2012

	31.05.2012	31.05.2011
	EUR	EUR
<b>Fixed assets</b>		
Intangible fixed assets	17,850	35,700
Tangible fixed assets	1,488	2,928
Subtotal	19,338	38,628
<b>Current assets</b>		
Receivables	255,618	354,848
Prepayments and deposits	45,884	28,172
Short-term investments	374,390	377,179
Cash	1,348,145	1,057,919
Subtotal	2,024,037	1,818,118
<b>Total Assets</b>	<b>2,043,375</b>	<b>1,856,746</b>
<b>Fund balances</b>		
Operating fund	1,171,827	1,119,837
Restricted funds	612,944	385,205
Subtotal	1,784,771	1,505,042
Deferred revenue	86,824	167,295
Current liabilities	171,780	184,409
<b>Total Equity and Liabilities</b>	<b>2,043,375</b>	<b>1,856,746</b>

### Investing back into AIESEC

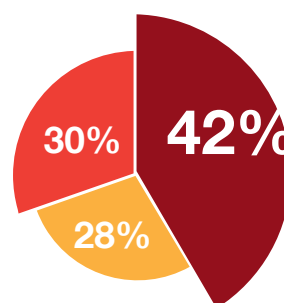
From the positive balance of 319,710 EUR, 153,201 EUR is reinvested directly back to the Funds held by Member Committees including Global Plenary Reserves.

114,419 EUR will be put towards AIESEC International's investments into the Global Network. In addition AIESEC International has now secured its operational reserves to the level set out 5 years ago by

allocating 51,890 EUR to it this year.

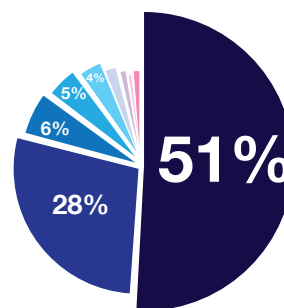
Global Restricted Funds:	102,165 EUR
Global Plenary Reserves:	51,036 EUR
AI Operational Reserves:	51,890 EUR
AI Restricted Funds:	114,419 EUR
<b>Total:</b>	<b>319,710 EUR</b>

### Revenue sources:



42% Membership fees  
28% Global Exchange partnerships  
30% Global Branding partnerships

### Expenditures overview:



51% Salaries and personnel  
28% Information systems  
6% Travel  
5% Office  
4% Financial and legal  
3% Meeting and conference  
< 3% Governance  
< 3% Team costs  
< 3% Communication  
< 3% Other

## Statement of revenue and expenditure in the operating fund

	Budget	2011-2012	2010-2011
	EUR	EUR	EUR
<b>Revenue</b>			
Membership fees			
Global Service Fee	256,487	256,487	299,070
Affiliation Fee	313,484	313,484	242,037
Subtotal	569,971	569,971	541,107
Sponsors, donations, grants			
Corporate	547,620	797,752	894,665
Non-corporate	-	(40,000)	(12,211)
Subtotal	547,620	757,752	882,454
Other income	-	43,409	61,397
<b>Total Revenue</b>	<b>1,117,591</b>	<b>1,371,132</b>	<b>1,484,958</b>
<b>Expenditure</b>			
Salaries and personnel	(571,018)	(533,089)	(509,048)
Information systems expenses	(299,451)	(296,517)	(308,219)
Travel expenses	(67,250)	(61,672)	(59,312)
Communication expenses	(3,500)	(3,187)	(482)
Global Training Seminar	-	-	(6,924)
Transition and Team Costs	(8,660)	(8,650)	(9,300)
Office expenses	(63,572)	(52,975)	(53,629)
Meeting and conferences	(25,590)	(25,509)	(28,850)
Governance expenses	(15,730)	(14,029)	(9,015)
Financial administration	(28,140)	(20,339)	(33,600)
Legal expenses	(10,250)	(20,500)	(8,646)
Depreciation/amortisation	(7,800)	(1,440)	(1,766)
Bad debts and write-offs	-	(1,560)	(130,342)
Other	(16,630)	(11,954)	(10,534)
<b>Total Expenditures</b>	<b>(1,117,591)</b>	<b>(1,051,422)</b>	<b>(1,169,667)</b>
Balance	0	319,710	315,291

### Overall:

AIESEC International's financial year was one of solid financial management and strong revenue generation for global products. AIESEC International remained within the operational budget provided and delivered on sales performance targets and revenue management. Of particular pleasure is the increased ability of Member Committees to pay Membership fees and the significant decrease of debts held towards the Global Association.

### Revenue:

The 2011/12 year saw continued strong corporate revenue streams, albeit a decrease from the previous year. The strong sales performance of global access to AIESEC's network allows significant reinvestments to be made back into Global Operations in the next couple of years.

### Expenditures:

The level of expenditures remained relatively stable, not considering previous years' write offs. The main cost centres are Human resources and Global Information Systems. This is followed by travel and office costs. Overall, AIESEC International operated under budget this year on almost all lines, due to effective ways of managing costs of operations. AIESEC International made several key investments during the year, mainly into a refreshed Global Information System (myaiesec.net), prototyping towards AIESEC 2015 and Global Strategy meetings for organizational development

The Financial data refers to the period 1 June 2011 to 31 May 2012. For the purposes of this report only expenses and revenue results from AIESEC International's operations are shown. The Balance sheet includes all funds held by AIESEC International, including Restricted Funds held on behalf of third parties such as Global Plenary. The figures are taken from the audited Financial Statements of Stichting AIESEC International to which PricewaterhouseCoopers Accountants N.V. issued an unqualified opinion

on the 13 July 2012.



# Partners and supporters.



A partner since 2004, Alcatel-Lucent realises more than 50 internships a year and is focused on sourcing technology and management talent for projects in Europe, Middle East, Africa and Asia.



A new global partner since 2011, Cognizant is looking to induct global talent and encourage professional internships in its offices across Continental Europe and Asia.

Deutsche Post DHL

One of AIESEC's largest global partners, Deutsche Post DHL is the world's leading mail and logistics group. Since 1996, it has provided opportunities to over 1,000 interns, and every year it offers positions to 70 more, with a retention rate of over 50% following the internship.



In partnerships with AIESEC, Potencia Ventures and Artemisia, edge attracts and develops talent for impactful business across emerging markets.



EF Education First, the world leader in international education, became a partner in 2010 with a shared vision of bridging cultural gaps. EF supports AIESEC through participation in the Global Youth to Business Forum, the Global Internship Programme and active partnerships with local branches worldwide.



Partnering with AIESEC for over 9 years and hosting more than 230 interns in 40 different locations around the globe makes Electrolux one of the strongest Global Partners. This year, Electrolux was involved in region-based recruitment and technical talent attraction, making it possible for over 40 young professionals to join Electrolux's team.



LEAD, AIESEC's global leadership development programme, is designed in partnership with Future Considerations, an expert consulting firm in leadership and strategy based in London. We have been partners since late 2009.



To bring out the best in our global leaders, AIESEC has partnered with Hult International Business School, world's most international business school. Hult supports AIESEC members and alumni with 10% Tuition reduction to its top-ranked MBA, Executive MBA, Master and Undergraduate programs.



Well-established partnership enables more than 20 international talents every year to experience the cutting-edge industry of Husqvarna. Satisfaction and quality of the programme is underlined by very high retention rate and continuous growth of the partnership. Husqvarna continues to support AIESEC's increasing engagement of technical talents.



Since 2006, ING has sponsored the Global Leadership Awards, and in 2011 launched an initiative that fits AIESEC's top talent: the ING International Talent Programme - a three-year graduate programme, offered in different countries around the globe, which gives new opportunities for development, growth and international experience.





Ingersoll Rand sources for its Accelerated Development Programme with highly talented AIESEC associates every year who take part in 2-3 international assignments prior to permanently joining the company. This year AIESEC became a source of globally-minded interns as well.



A Global Partner since 2006, Microsoft has realised more than 60 internships. Centred in Community Affairs, Microsoft and AIESEC co-created initiatives and projects involving technical talent in Europe.



A new global partner since 2012, Mindvalley was founded by AIESEC alumni and is an incubator for new businesses and one of the most successful of its kind in Asia. Their current workforce is made up of 35% AIESECers, of which 15% have gone on to become Mindvalley backed entrepreneurs in operations that span four continents.



Nike continuously seeks to engage the best talent through AIESEC. Establishing the partnership 2 years ago, AIESEC helps Nike to attract students with developed leadership skills and an international mindset.



PwC has been supporting AIESEC globally now for almost four decades. The partnership includes cooperation in the Global Internship Programme, International Conferences, Alumni and Advisory Support, with a specific focus on financial and organisational sustainability to AIESEC's local offices.



As one of AIESEC's largest internship partners, TCS works strategically with AIESEC on attracting talents for their global projects within the ACE Program, while supporting AIESEC in maintaining MyAIESEC.net, the global internal platform which connects the global network.



Since 1966, UBS has worked with AIESEC, supporting the development of global information systems in the 1980s, learning initiatives in the 1990s, and over the last 12 years, the Global Excellence Awards. As a Global Exchange Partner since 2007, UBS has realised over 200 internships in many countries and business areas, and continues to use AIESEC as a strategic source of international talent.



The global partnership between Unilever and AIESEC is focused on building a global employer brand in order to attract the best and the brightest minds. The partnership focuses on supporting collaboration between the two organisations with an overall objective of recruitment of AIESEC talent looking to make an impact in this exciting industry by joining Unilever's global talent pool.



Vale partners with AIESEC to source high potential international top talent for their global internship and trainee programmes, as well as position themselves globally as an employer providing challenging, international career opportunities.



WorldBlu has been supporting AIESEC for almost a decade. The purpose of WorldBlu is to unleash human potential and inspire freedom by championing the growth of democratic organisations worldwide. They partner with AIESEC to do this through a range of programs and services that enables AIESEC to design, develop, and lead one of the most successful democratic organisations in the world.

Interested in becoming a global partner? Visit: [aiesec.org](http://aiesec.org)

# Acknowledgements

## Global Annual Report

**Publication Manager: Aniel Bhaga**

**Layout and Design :** Jakub Ratislav

**Special Thanks to:** Abraham Iyiola, Michele Trickey, Prashant Soegaard, Rolf Schmachtenberg, Tatiana Mykhailyuk, Fernando Lanzer

.....

AIIESEC International Pictures Taken by Hannah Anthonysz fotografie.  
Aboard the ss *Rotterdam* | [www.ssrotterdam.nl](http://www.ssrotterdam.nl)



.....

The global annual report is distributed to members and partners of AIIESEC and is available for download on our global website. This edition was compiled and edited at the AIIESEC International Office in The Netherlands.

.....

Copyright © 2012 by Stichting AIIESEC International

All rights reserved. No part of this publication may be reproduced, stored in a retrieval system, or transmitted, in any form, or by any means, electronic, mechanical, photocopying, recording, or otherwise, without prior consent of the publisher.

Published by

**Stichting AIIESEC International**

Teilingerstraat 126

3032 AW Rotterdam

The Netherlands

Tel: +31 10 443 4383

Fax: +31 10 265 1386

Web: [www.aiesec.org](http://www.aiesec.org)



# *In the next Issue*

## **Presenting the AIESEC International Team for 2012 - 2013**

A diverse team of 21 individuals from 19 different backgrounds, leading the AIESEC network and organisation forward. Check out the Annual Report next year to see their great achievements in their term.



**Back row (left to right):**

*Juan Carlos Pena Puerta, Thomas Janděčka, Peter Gallivan, Teodoros Koloveros, Chiara Pizzol, Steve Sparrow, Júnior Mendonça, Rolf Schmachtenberg, Andreas Sung Unstad, Antonio Lobo, Femi Adebayo, Firnando Sirait*

**Front row (left to right):**

*Florent Meiyi, Maria Mercedes Rodriguez, Katrina Oropel, Hadeer Shalaby, Crisette Arcilla, Nakul Asija, Maggie Ma, Mate Scharnitzky, Michaela Schedlingova*

**AIESEC International 2012 - 2013**  
*Believe. Together we achieve.*

Visit [www.aiesec.org](http://www.aiesec.org)

