

CHAPTER II

DYNAMICS OF AIESEC'S DEVELOPMENT

As an organization, AIESEC has expanded both in terms of membership, operational structure, and the performance of its activities. This chapter describes the development of AIESEC from its inception to being as famous and influential as it is today in contemporary times. During the developments influenced by international conditions and situations, the ideology and philosophy of AIESEC also developed to be more relevant to the conditions that occurred in his time. In addition, this chapter also explains the organizational structure globally.

A. Development of AIESEC

The establishment of AIESEC began in the 1930s before the European War. At that time, when the world rose from the Great Depression and the collapse of trade and communication connections, student organizations in the Scandinavian region as well as economic and commercial schools in Europe began efforts to work together. Initially, this collaboration took the form of meetings that caused delegates to exchange information about lecture curricula in other countries and later this collaboration began to develop by involving student exchange activities. In the late 1930s, supported by the Swedish Ministry of Foreign Affairs, the Stockholm School of Economics handled the expanding international relations and students participating in internship programs in several European countries and Morocco. But with the outbreak of war in 1939, this activity also stopped. (Mkacher, 2008)

As World War II ceased in 1945, borders between countries reopened, student organizations in Europe began to rebuild cooperation between them. The collaboration aims to facilitate the exchange of information on the economy and industry and exchange activities for internships in other countries. In the post-war period the desire to make changes for the good is very high, as expressed by Jean Choplin, AIESEC Presiding Country Committee President 1950-1951,

“After the war, the thirst of knowledge, the desire to move, compare and imagine new professional and international relationships, seized us, students as we were. It was a period of great creativity and of initiatives coming together. We tried to be visionary and realistic as our studies encouraged us to be”.

Schools in the Scandinavian area are the ones who have spearheaded the procurement of this partnership. In 1944, when the issue of the end of the war began to spread, Sweden who held a neutral status in World War II in collaboration with Finland to organize internship activities for students. Danish, Finnish and Norwegian students who fled to Sweden became a catalyst for this cross-border program. Then in March 1946, the Scandinavian Congress held in Gothenburg discussed plans for this exchange internship program. At that time it was decided that this matter should be handled by schools on the basis of state rotation. The Stockholm School of Economics was decided as the school that led the organization of this exchange for 1946-1947. (Mkacher, 2008)

In September 1946, students from nine universities in six countries met in Liege, Belgium to form a new formation between countries with as much possibility as possible. Bertil Hedberg from the Stockholm School of Economics also appeared to advocate for an exchange internship program. From this meeting emerged the Association Internationale des Etudiants en Sciences Commerciales et Economiques (AIESE) with the primary mission of building relationships between student organizations and is expected to be able to provide exchange opportunities through recreational trips or study tours. As such, the Congress in Liege was declared the First Congress of AIESE. Jaroslav zich, a young man from Czech Republic, was elected President in 1946-1947 and at that time the Executive Committee was also shown consisting of Bertil Hedberg from the Stockholm Students Association, Stanislas Callens from Gand (Belgium), Boddez from Nancy (France), Piccard from Geneva (Switzerland), Staubly from St. Gallen (Switzerland), and Teubner from Tilburg (Netherlands). At that time it was

decided that the organization's headquarters would be in the country where President AIESE was, that is, at that time in Prague. After the Congress in Liege, AIESE began inviting schools in other countries to join. These countries are Yugoslavia, Austria, Hungary, Poland, Romania, Italy and Norway. (Mkacher, 2008)

The main issue of the AIESE Executive Committee is about joining or not joining to become a member of the International Union of Students (IUS). IUS is an umbrella organization for international student associations in the fields of architecture, medicine, and other disciplines. At that time, IUS was alleged to have political interests in it, while AIESE wanted this organization to remain international and independent. Therefore, AIESE refused to join IUS. (Mkacher, 2008)

In 1948, the AIESE office was moved from Prague to Stockholm to avoid political problems in the organization. At that time the situation in Czechoslovakia was truly full of nuances of conflict between non-communists and communists, which was won by the communists. Czechoslovakia became a satellite for the Soviet Union. Then the Marxist-Leninist ideology dominates intellectual life, the whole education system is governed by the state. Jaroslav zich said that the chancellor of the University of Prague and the Dean of the High School of Commercial and Economic Studies were deprived of their functions and this also led to a number of lecturers being banned from teaching. Student organizations began to be regulated by the government; democratically elected leaders were expelled from universities in Czechoslovakia. Therefore based on the majority of votes from economic and commerce (EC) students at AIESE, zich asked the student association at EHSEC in Stockholm to hold The Second International Congress of Students in Economic, Commercial and Social Sciences. (Mkacher, 2008)

The Congress in Stockholm was held and formally the Association of Internationale des Etudiants en Sciences Commerciales et Economiques et Commerciales (AIESEC) was officially established with the signing of the founding documents by representatives from Belgium, Denmark, Finland, France, the

Netherlands, Norway and Sweden. The main focus of AIESEC is to establish healthy relationships between members and to achieve this goal, AIESEC conducts exchange activities. Since then the philosophical foundation of AIESEC has been run by international students, non-politics, and student exchange organizations. (Mkacher, 2008)

B. AIESEC: Ideology and Philosophy

As an organization, AIESEC has an ideological and philosophical foundation that shows the characteristics of AIESEC. The foundation of this ideology and philosophy is always changing along with the development of the organization and the external environment of the organization.

Table 1. Ideology and Philosophy

1946	AIESE is the Association Internationale des Etudiants en Sciences Commerciales et Economiques Purpose : Establish relationships between student organizations by conducting student exchange activities through study tours or recreational activities
1948	AIESEC is the Association Internationale des Etudiants en Sciences Commerciales et Economiques et Commerciales Purpose: Creating a harmonious relationship between members through student exchanges
1961	AIESEC is an independent non-political, international student organization, which has as its purpose, to establish and promote close and friendly relations between members without regard to religion or race
1964	AIESEC is an independent non-political, international student organization, which has as its purpose, to establish and promote close and

	friendly relations between members without discrimination through international education programmers
1970-1979	AIESEC shall be an independent, non-profit, international association of scientific actor whose purpose shall be to develop internationally educated management which can be effective in various economic environments.
1980-1989	<ul style="list-style-type: none"> • The definition of AIESEC was still same • AIESEC vision was formulated: Peace and Fulfillment of Humankind's Potential • Start formulating the objectives of the organization: <ul style="list-style-type: none"> - Develop internationally educated management - To contribute to the development of our countries and their people with an overriding commitment to international understanding and co-operation <p>Means :</p> <ul style="list-style-type: none"> - Creating opportunities for exposure and interaction between young people of different cultures and nations - Assisting people in acquiring skills and knowledge through management education and practical experience - Offering people the opportunity to interact with their social and economic environment
1999 AIESEC Identity	<p>Name : The name of the education shall be AIESEC</p> <p>Nature : AIESEC is an international, non-political, non-profit, student-run, independent, educational foundation. It is comprised of students and recent graduates of institutions of higher education who are interested in economics and management. AIESEC does not discriminate on the basis of race,</p>

	<p>colors, sex, sexual orientation, creed, religion, national or ethnic origin.</p> <p>Vision : Peace and fulfillment of humankind’s potential</p> <p>Role : By developing individuals, we contributes to the development of our communities with an overriding commitment to international co-operation and understanding</p> <p>Core work : AIESEC facilitates international traineeship exchanges and supporting activities that provide practical learning experiences for our trainees and that facilitate the learning of our members and other stakeholders.</p>
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The AIESEC Way

At the AIESEC International Congress in Agra, India in 2005, the use of the latest ideological and philosophical foundation was inaugurated, namely The AIESEC Way. In accordance with the terminology, "way" in this case can be interpreted as an explanation that makes an organization different from other organizations based on what and how the organization is doing something. "Way" is also interpreted as how to "manner" and "road". "Manner" shows how something can happen, while "road" identifies the path between two or more positions. The following are the contents of The AIESEC Way:

WHAT IS AIESEC?

AIESEC is a global, non-political, independent, not-for-profit organization run by students and recent graduates of institutions of higher education. Its members are interested in world issues, leadership and management. AIESEC does not discriminate on the basis of race, color, gender, sexual orientation, creed, religion, nationality, ethnicity, or social origin.

WHAT WE ENVISION

Peace and fulfillment of humankind's potential.

OUR IMPACT

Our international platform enables young people to explore and develop their leadership potential for them to have a positive impact in society.

THE WAY WE DO IT

AIIESEC provides its members with an integrated development experience comprised of leadership opportunities, international internships and participation in a global learning environment.

OUR VALUES

Our Values define the acceptable standards which govern our members within our global networks and support us in pursuing our ideals.

Activating Leadership

We lead by example and inspire leadership through our activities.

We take full responsibility for developing the leadership potential of our members

Demonstrating Integrity

We are consistent and transparent in our decisions and actions.

We fulfill our commitments and conduct ourselves in a way that is true to our ideals.

Living Diversity

We seek to learn from the different ways of life and opinions represented in our multicultural environment.

We respect and actively encourage the contribution of every individual.

Enjoying Participation

We create the dynamic environment created by active and enthusiastic participation of individuals.

We enjoy being involved in AIESEC.

Striving for Excellence

We aim to deliver the highest quality performance in everything we do.

Through creativity and innovation we seek to continuously improve.

Acting sustainably

We act in a way that is sustainable for our organization and society.

Our decisions take into account the needs of future generations.

The AIESEC WAY is not only a description of the way (manner) we aim to make a positive impact in society, but also describes the way (road) we are taking to achieve what we envision. (International, The AIESEC WAY toolkit, 2015)

From the description of The AIESEC Way above, AIESEC International formulates the things that become the basic attitude of organization, vision of organization, mission of organization and the values inside organization.

C. Basic Properties of AIESEC

AIESEC is global, non-political, not-for-profit, run by university students and graduates who are interested in world, leadership and management issues. AIESEC is also described as an organization that does not discriminate based on race, color, gender, sexual orientation, creed, religion, nationality, ethnicity or social origin.

Global - AIESEC has a network with a global scope and has representatives spread across continents in the world. With this global network, AIESEC seeks to increase intercultural tolerance through activities that build participation and cooperation from various countries within its network.

Non-politics - AIESEC does not have a tendency or is officially in favor of a political activity.

Independent - AIESEC is not subsidized or dependent on any entity or entity in its work program, sustainability and decision making process.

Not-for-profit - AIESEC is not an organization that stands to generate profits for its stakeholders. AIESEC's basic foundation is not money, but people who develop themselves to become leaders. However, having sufficient and sustainable resources is important to ensure the impact AIESEC wants and to invest in further organizational development. So AIESEC is directed to produce greater impact and have maximum financial sustainability rather than just making more money.

Run by students and graduates from tertiary institutions - AIESEC activities are run and managed by members who are students (including those who take college leave to dedicate themselves at AIESEC) and graduates from tertiary institutions. Globally, AIESEC membership is voluntary.

AIESEC members are interested in world, leadership and management issues - Currently AIESEC membership extends to various educational backgrounds, not just about economics. "World issues" in question are topics in society that are considered relevant as well as challenges that need to be faced in the future. Issues are considered relevant based on the interests of AIESEC members. World issues can cause debate and various controversies; AIESEC wants its members to take an alternative position by choosing to have a positive impact on society related to a world issue. With Global Learning Networks, AIESEC makes it easy for young people with the same interests to connect with each other and develop themselves in order to have a positive impact on society related to the issues they are interested in. Then AIESEC will encourage its members to take leadership positions as an important tool for developing skills and aims to develop leadership that has a positive impact on society. Furthermore, to have a positive impact on society, AIESEC members are expected to develop their management skills.

AIESEC non-discrimination based on race, color, gender, sexual orientation, creed, religion, nationality, ethnicity or social origin - AIESEC is an organization that upholds and values diversity and will not refuse participation or contact with these matters.

D. AIESEC's Vision

AIESEC's vision is peace and fulfillment of human potential. AIESEC was established as an organization after World War II to campaign for and shape world peace. The condition of AIESEC is really influenced by the social, economic and political climate in every period of time. In the current world context, peace should not be interpreted directly in the absence of war. Peace is now more a symbol of the absence of conflict that arises because of cultural, religious, or other aspects of differences in humanity. AIESEC wants a world with its people who cooperate with each other with common goals for the common good. AIESEC expects the world to be a community of people who respect and respect each other.

Through "fulfillment of humankind's potential", AIESEC shows its aim to develop people who have the desire, ability, and knowledge to develop the surrounding community. AIESEC aims to provide as many opportunities as possible for young people to develop their leadership potential; has a social responsibility, an entrepreneurial spirit, sensitive to culture, and a thirst for learning. Furthermore, AIESEC wants young people to learn and contribute to the learning of others so that it can help the development of the surrounding community. (International, AIESEC international compendium last updated september 2008, 2008)

E. AIESEC's Mission

AIESEC believes that the peace can be achieved if its leaders have a vision of peace. Through its international platform, AIESEC enables every young person who is also a future leader, to explore and develop his leadership potential so that they are able to have a positive impact on society in the present and in the future. AIESEC indirectly has a positive impact on society through the development of the leadership spirit of each of its members. The leadership spirit is in the form of change agent characteristics which include active learners, socially responsible, entrepreneurial and culturally

sensitive. AIESEC develops the leadership spirit of these young people by facilitating them to experience the AIESEC Experience. (International, AIESEC international compendium last updated september 2008, 2008)

F. The AIESEC Experience

The core activities of AIESEC are integrated development experience or called as the AIESEC Experience. The AIESEC Experience is the way in which AIESEC develops leadership in young people. The AIESEC Experience represented the main things that should be given to stakeholders AIESEC (members, enablers, supporters) and this is very essential in all of the AIESEC's activities. The AIESEC Experience consists of 4 elements that each of them has its impact to society or the youth itself that choose to join which program. The elements are Engagement with AIESEC (EwA), Experimental Leadership Development (ELD), Life-Long Connection (LLC), and Membership Recruitment. (International, The AIESEC WAY toolkit, 2015)

1. Engagement with AIESEC (EwA)

The purpose of this program is to spark the interest of people to develop themselves to contribute to a better world. This program is usually just a short-term product offered by AIESEC that can be chosen by youth. The products that are ready to be plugged in the network are Local Volunteer and YouthSpeak Forum.

a. Local Volunteer

This product is the EwA product which gives a “sneak peek” into what a Global Volunteer experience looks like. It allows local youth to volunteer on a project or inside a NGO to address one of the Sustainable Development Goals for 6-8 weeks, alongside Global Volunteer participant. (International, AIESEC Blue Book Brand Toolkit , 2016) In the Local Volunteer, young person can gain leadership qualities and soft skills by volunteering on a project or in an NGO for 6-8 weeks and also they can gain the

awareness and knowledge about the Sustainable Development Goals and the importance of positive impact on society. Youth who joins this product also can gain global and diverse team experience, connect with like-minded young person and can get the opportunity to impact the local community and contribute to SDGs.

b. **YouthSpeak Forum**

Youthspeak Forum powered by AIESEC is an event run by youth and for youth. It is a forum where inspiration and collaboration convert into action. This event brings together both young and senior leaders to form a diverse cross-sector and multi-generational space for inspiring conversations around pressing global, national and local issues. It is an attractive and engaging approach to making AIESEC relevant for any young person and a way to get involved with no barriers and low commitment. (International, AIESEC Blue Book Brand Toolkit , 2016) In this product, it can help young person to connect with like-minded people who care for the issues discussed within the forum. In this forum, we can know identification of how he/she can contribute via creation and participation in projects and also can understand the importance of converting inspiration and collaboration into action. However, YouthSpeak Forum is actually part of the YouthSpeak brand which has additional components such as YouthSpeak Survey, YouthSpeak Insights, YouthSpeak Forum, and YouthSpeak Projects. (International, AIESEC Blue Book Brand Toolkit , 2016)

2. Experiential Leadership Development (ELD)

The purpose of ELD is to enable young people to develop their leadership through learning from practical experiences in challenging environments. ELD product brands are endorsed, which enable them to complement the AIESED brand. The message that it passed is “AIESEC offers young people to activate their leadership potential through exchange opportunities abroad such as volunteering

with an NGO, or professional experience in company or startup.” (International, AIESEC Blue Book Brand Toolkit , 2016) So, it means that in this product, AIESEC has 3 main opportunities that youth can choose to follow: Global Volunteer, Global Talent, and Global Entrepreneur. For this reason, all of our ELD products have commonalities in terms of value proposition for youth, activating leadership and cross-cultural exchange experience. However, at the same time, all of them have four main differentiators.

Table 2. ELD

	ENABLERS	DURATION	STIPEND	PRIMARY PURPOSE
GLOBAL VOLUNTEER	NGO	6 weeks to 3 months	Not paid	Social Impact
GLOBAL TALENT	MNC, SME, or startup	6 weeks to 78 weeks	Paid	Professional Experience
GLOBAL ENTREPRENEUR	Startup	6 weeks to 3 months	Not paid	Professional Experience

This table is meant to provide a general framework of the products, it is a way to understand the differences amongst them for marketing purposes. However, all products must follow regulations according to Compendium.

a. Global Volunteer

The AIESEC has defined the common value propositions that can be used across entities; depending on the customer you are targeting in order to align the Global Volunteer product globally.

- 1) Global Volunteer for Youth: Develop Yourself and the World.

This is a cross-cultural volunteer experience for young people who seek to develop themselves and the world. (International, AIESEC Blue Book Brand Toolkit , 2016) In this, youth can feel the cross-

cultural environment by being a local in unknown environment and experience new cultures by working in a diverse and cross-cultural team. Youth can also has the volunteer experience by volunteering abroad in NGOs or on projects that contribute to the Sustainable Development Goals Tackle pressing global issues to create positive impact in local societies. The last thing that youth can get in Global Volunteer is youth can develop themselves. Grow and develop themselves by going through practical experiences and learning-by-doing. This is an intense cross-cultural environment that allows you to increase your self-awareness and solution orientation, improves communication skills and develop a global mindset.

2) Global Volunteer for Enablers : Make Local Impact with Global Volunteer

This is a cross-cultural volunteer experience which allows organizations to bring young people from all over the world to their social impact projects. (International, AIESEC Blue Book Brand Toolkit , 2016) From here, enablers can give the global perspectives to youth by add multi-cultural flavor to the team by bringing in the volunteers who care about world issues, and also bring innovative solution in order to work locally also enablers can make positive impact by enable eager and passionate volunteers to participate in enablers project to create positive impact to society and also build cross-cultural understanding by facilitating the interaction of volunteers with local communities. The thing that cannot be forgotten is the enablers can get source with ease. The local AIESEC members assist the volunteers by culturally inducting as well as

facilitating an enjoyable experience for them in the host city.

b. Global Talent

The AIESEC has defined the common value propositions that can be used across entities; depending on the customer you are targeting in order to align the Global Talent product globally.

1) Global Talent for Youth : Gain Work Experience by Interning Abroad

This is a global internship opportunity for young people who seek to develop themselves and their career. (International, AIESEC Blue Book Brand Toolkit , 2016) In here, youth can get global opportunity, means that expand their horizon by allowing themselves to develop your professional career in a global setting. Youth can work in a whole new environment and work culture, while adapting to the local life in another country. Another thing that youth can gain is working experience in any of the following areas such as human resource, marketing, education, engineering, and many others. The AIESEC pool of opportunities is always growing, with new industries and fields being added and also you can also launch themselves into challenging role that allows them to gain a professional edge with AIESEC partners who are dedicated to providing an enriching experience aligned with touch-points that help youth evaluate themselves and grow. Last but not least, youth can grow and develop themselves by going through practical experiences and learning-by-doing from an intense cross-cultural environment that allows them to increase their self-awareness and solution orientation.

2) Global Talent for Organization

Basically, organizations can hire global interns and add competitive advantages to their business in today's global market. (International, AIESEC Blue Book Brand Toolkit , 2016) In here, organization can hire with ease since AIESEC sourcing international talent as easy as recruiting in their local market. AIESEC can customize their recruitment process to make it easy for them to hire global talent. The organizations that joins Global Talent also can doing talent acquisition since we know that behind every successful company that innovates is a diverse global workforce. AIESEC bring interns form all around the world to ensure global input in its business operations and can infuse their business with the fresh perspectives of Millennial from around the world. AIESEC also can help organization to stay dynamic by bringing in profiles aligned to what the market need and demands by minimizing the skill-gap. This product can attracts talent from around the world in diverse backgrounds such as human resource, marketing, engineering, software development and etc. The important things that organization can get by doing this product are that they can boost their work culture since millennials are bound to dominate our global workforce now. It helps your organization to adapt your business to new trends and become millennial-friendly.

c. Global Entrepreneur

The AIESEC has defined the common value propositions that can be used across entities; depending on the customer you are targeting in order to align the Global Entrepreneur product globally.

- 1) Global Entrepreneur for Youth : Intern in a Startup to Develop Your Entrepreneurial Leadership

Global Entrepreneur is a global internship opportunity at a startup for young people who seek to develop themselves and their career. (International, AIESEC Blue Book Brand Toolkit , 2016) Basically, in this product youth can fulfill entrepreneurial stint by put your entrepreneurial aspirations to the test by working with a startup and also embracing the challenges that come with it. From here, youth can understand the behind-the-scenes of running an entrepreneurial venture through experiences. Youth can also get the global opportunity since in here youth can take their professional and life experiences to the next level by exposing themselves to a whole new culture and environment as you live your internship in a completely foreign society and learn how to adapt in a multicultural environment and stand out. The important things that youth can get are expanding their network by leverage from many opportunities to grow their professional network that will support in their own future entrepreneurial endeavors. It helps youth to connect with professional and experts from diverse walks of life that will support youth in the future. Also the other things that youth can get is they can develop yourself like the other product that offered by AIESEC in ELD.

2) Global Entrepreneurship for Enablers : Global Interns for your Startup

This product is basically a cross-cultural product where the young talent from AIESEC bring added value to the startup venture with their entrepreneurial spirit. (International, AIESEC Blue Book Brand Toolkit , 2016) It is actually simple and affordable since AIESEC make acquiring bright and fresh minds from around the world much easier that recruiting locally and it makes the enablers meet their short-term skill requirement by bringing in young talent from diverse backgrounds in an affordable way. In here, the enablers (startup) can hire interns who are passionate to learn and contribute to their venture's purposes as much as them. From this, we know that the enablers enable a fulfilling experience for them as they keenly take on challenges that startup workplaces brings with it. The things that can be highlight from this product that it can boost your workplace since Global Entrepreneur in here gives the enablers the opportunity to engage the next generation in their startup with tailored to the fast-paced and dynamic culture of today's world. From here, the startup can evolve with an international edge by connecting their startup with high potential young people who are eager to explore.

3. Life-Long Connection (LLC)

The purposes of this program is basically the of AIESEC's Alumni to gather. Every person who already going through AIESEC's Experimental Leadership Development (ELD) phase has been a member of AIESEC who embodies what AIESEC envision while being leader in their life every day. In here, all brands of this product are managed by AIESEC Alumni International as the place of youth that has been a member of AIESEC. (International, AIESEC Blue Book Brand Toolkit , 2016).

4. Membership Recruitment

This is actually one of the campaigns that run under the AIESEC brand. This campaign is for recruiting members into an AIESEC local committee and working as an AIESEC member is most relatable to the brand of AIESEC itself. They do not need to be promoted under another sub-brand which might lead to confusion on the market. The campaigns can depend on the market context and objectives of the particular recruitment drive. All of the youth can be an AIESECer as long as they believe in the AIESEC vision, supports the mission of AIESEC and also lives by the AIESEC values as a part of the youth leadership movement. Youth that can follow all of them can be AIESEC partner who relate to their organizational values and vision, or it can be AIESEC parents who constantly support them to give their best to their leadership development journeys. (International, AIESEC Blue Book Brand Toolkit , 2016)