Smart cities
The future of wireless communications

Creativity in marketing
Why should we bother?

Business survival
Why keeping it in the family pays off

Linking up and moving on
Making your networks work for you
In this issue...

Welcome

Welcome to the latest issue of the Business School alumni magazine. In this edition, we share highlights from the Business School over the past year and our academics discuss a range of topical issues, some of which I have highlighted below.

In November 2013, I was delighted to launch ‘The Dean’s Global Tour’, a new lecture series bringing the latest thinking at the Business School to our alumni. I met with over 40 alumni at my inaugural event in Guangzhou, China. It was a fantastic opportunity to share news from the Business School, with a particular emphasis on how we are continuing to develop strong connections with international markets through our research, programmes and overseas partners.

During 2014, I am excited to be continuing my travels to see alumni all over the world and look forward to meeting you. We will keep you updated with details.

International themes run through this year’s magazine. On page eight, Executive MBA alumnus, Sarwant Singh, takes a look at the predicted ‘mega trends’ which are set to affect our working and personal lives across the globe, and how we can use these to plot the future and get ahead of the competition.

Dr David Allen continues the theme of future business operations in his article on Smart Cities (page 10), which focuses on wireless communications and the challenges and opportunities that these will bring.

Another discipline to see rapid change is marketing. With the rise of social media and mobile technology, Tony Byng discusses whether advertisers need to be as creative and imaginative nowadays to capture our attention. Read more on page 12.

The global downturn has undoubtedly forced businesses to adapt to survive, from large multinationals to small businesses and sole traders. On page 14, Professor Nick Wilson looks at the reasons why family businesses seem to be surviving better than their non-family counterparts.

In addition to our feature articles, read more about your fellow alumni in our spotlight profiles and Class Notes. There are always ways to get involved and stay connected with the Business School and your alumni community; more information can be found on page 23.

In 2013, we were extremely proud to be ranked in the Economist EMBA league table, as well as the Financial Times Global MBA, Masters in Management and European Business School rankings. This continued success reinforces our position as a world class business school.

Wishing you a happy and prosperous 2014.

Professor Peter Moizer
Dean
Leeds University Business School

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Correct at time of press December 2013

Please note that the views of the authors are not necessarily those of Leeds University Business School

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Influencing the UK Business Agenda

Double Awards for Marketing Professor

Research by Professor Constantine Costas’ S MBA students selected to receive the Global Marketing SIG’s 2013 Excellence in Global Marketing Research Award in June 2013. This distinguished award recognizes the authors of an outstanding research article, published within the last ten years, that has significantly influenced the direction of global marketing and the scholarly research that contributes to understanding this topic. Professor Katokas, received the award for his 2004 Journal of Marketing article, ‘Antecedents of Export Venture Performance: A Theoretical Model and Empirical Assessment’. In July 2013, the American Marketing Association (AMA) appointed Costas as Editor-in-Chief of the Journal of International Marketing, one of the four academic journals published by the association. The AMA is the leading and largest marketing association worldwide and this is the first time that one of its journals has its Editor-in-Chief based in a UK academic institution. This appointment signifies recognition of Costas’ scholarly achievements over the last two decades.

Staff News

Prof Carina O’Brien and Dr Jennifer Nelson have joined the School as Senior Lecturers in Accounting and Finance.

M&S Research Placements for Business School Students

Mark S Spencer provided summer placements for four undergraduate students as part of the University’s strategic partnership with the business. The placements were in the key business areas of finance, governance, property planning and marketing. The placements took place at the M&S Head Office and at the M&S Company Archive, which is based on the University of Leeds campus.

Accolades

M&S Company Archive and University of Leeds Partnership said, “We’re delighted to be able to offer these placements to some of the top students at the University of Leeds. They offer us the chance to support the development of top talent whilst also giving us the opportunity to harness their expertise in our business.”

Student News

The Times and The Sunday Times Good University Guide 2014

July 2013 saw 22 MBA students from East China Normal University, Shanghai, come to the UK on an exchange visit organised by the Leeds MBA team. The week in London included activities such as a panel discussion at the Stock Exchange, company visits in the City and a guest lecture on UK China Trade and Investment at the London Company Institute of Directors. They also had the chance to network with our alumni. The second week was spent in Leeds doing the MBA module on Global Marketing. The Leeds MBA students thoroughly enjoyed the visit of a great group and found it fascinating to compare business, politics, fashion, food, drink and so much more. A true ‘exchange’ in every sense of the word.

Economist Which MBA? Rankings

Dr Richard Falshaw, former lecturer in the Business School, died in October 2013. Richard joined the University of Leeds in 1990 and worked within the Business School until he retired in the summer of 2012. Richard undertook a central role within the School, acting for many years as the course leader for the undergraduate Management programme, the Director of Undergraduate Admissions and also Director of Studies for the Management Division. He also taught on the MBA programme and supervised many PhD students in these roles. Richard was a highly regarded colleague. He will be remembered as always helpful and supportive, and a guardian of the School’s academic standards and processes.

PM’s Enterprise Adviser visits Leeds

Lord Young, adviser to the Prime Minister on small business and enterprise, visited the University in November. The visit formed part of the Government’s “Small Business Charter” proposal, aimed at challenging and incentivising business schools to play a more active role in both helping small businesses and encouraging students to be entrepreneurs. Lord Young, who was introduced to University academics, students and alumni involved in enterprise, said: “We are rapidly becoming a nation of small businesses. Over 95% of all businesses employ fewer than 10 people and I want to ensure that these enterprises seize opportunities to develop into ambitious and growing businesses.

"I believe business schools like Leeds have an important role to play in helping local small firms acquire the skills and help to do this, and to encourage their students to be their own boss.”

Professor Lockett, Director of the Leeds Enterprise Centre, said: “Lord Young’s visit played an important role in raising the profile of enterprise and entrepreneurship on the campus and in the city region. We are delivering exceptional enterprise opportunities to our students and graduates and Lord Young’s visit gave us a welcome chance to showcase what we offer.”

Helping Yorkshire Businesses Expand Overseas

A practical education programme aimed at helping businesses seeking overseas expansion, has been developed by Leeds University Business School, in partnership with UK Trade & Investment (UKTI). The International Business Development Programme, part subsidised by UKTI, is aimed at business owners and senior staff in medium-sized businesses across the region. It will help business owners develop greater knowledge and confidence in terms of strategy, selling into new markets, legal issues and business ethics. This is just one of a number of initiatives which are linking Leeds University Business School more closely to local businesses in order to support growth and boost Yorkshire’s economy. It will start in January 2014.

FT Masters in Management Rankings

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Influencing Policy

Influencing Policy

LUBS Review 2013

LUBS Experts Contribute to Cabinet Office Review

Experts in health management at Leeds University Business School contributed to the Cabinet Office ‘Barriers to Choice’ review. Becky Malby, Director of the Centre for Innovation in Health Management (CIHM), was a health advisor to the review, which was established to consider demand for choice in public services and the barriers people might face when making choices. The independent review focused on how disadvantaged people in society access choice in public services.

Academics

Dr Richard Falshaw, PhD

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In Conversation With...  

Professor Gary Dymski & Professor Jackie Ford

What attracted you to Leeds University Business School?  
**GD** Three things brought me to Leeds. One was the Economics Division which has established a world-wide reputation for excellence due to its embrace of pluralist approaches in economics. Secondly I am very interested in interdisciplinary work, and the University offered excellent chances to work with others on new and challenging problems – especially in the environmental area. Thirdly, coming to Leeds permitted me to get involved in the academic work on, and policy debates about, the Eurozone crisis. It seems to me that the resolution of the Eurozone’s dilemmas holds the key to whether we will see real global recovery or continued stagnation. The University of California system provided a very comfortable home for me for 21 years, but it is impossible to be sustainable only on European problems while living in California. At Leeds, I’ve gotten involved.

What’s your specialist research area? What drew you to this?  
**GD** I am a policy-oriented economist, and have worked for years on issues in the US (subprime lending, racial and gender discrimination, bank mergers, urban development) and in Latin America and Asia (financial crisis, poverty and development). My work spans microeconomic, macroeconomic, and institutionalist approaches. I also do a fair amount of work with geographers. Working on research problems while keeping the spatial dimension in mind has permitted me to see that what separates micro from macro is scale. I got into working on these issues after spending the first part of my professional career in community-based work – here it’s called the "third sector" – and in politics. I think my work on financial exclusion, racial and gender discrimination in credit markets, and subprime lending has been especially satisfying. I would add in my research on financial crisis and fragility, where I’ve been able to ride on the shoulders of giants and add in a couple of novel insights.

What aspect of your research to date are you most proud?  
**GD** I think my work on financial exclusion, especially (so far) the third sector. I am very proud of my latest publication (in this what psychologists call the ‘recency effect!’) Having said that, my first ever publication in a high ranked journal stands out as a major feat for me – it was a joint publication with Nancy Harding in which we presented our research as a Faustian play, quite a novel approach at the time!

Tell us about your new research centre and the research currently being undertaken  
**GD** The new research centre, the Applied Institute for Research in Economics (AIRE), is just getting off the ground. The idea is to connect the economists around the campus. As such, the projects we take on will be interdisciplinary and cross-subject. My partners Jon Lovett (Geography) and Kevin Reilly (Economics) and I are hoping to generate work on issues of environmental sustainability, urban development, and inequality, among other areas. My Economics colleague Dr Anna Kaltenbrunner and I have an initial grant for a project entitled ‘Finance and Inequality’, which will undertake research that will help members of the European Parliament to shape policies in this area. We are also developing research and policy links with the Leeds community, especially (so far) the third sector.

What will the research centre bring to the Business School?  
**GD** AIRE will help plug researchers more deeply into some of the ongoing research elsewhere in the University, and into initiatives in the Leeds community and more broadly in Europe and elsewhere in the world. I have extensive links with researchers in Brazil, India and Japan, as well as the US, and hope to build bridges from Leeds to those and other locations.

What will the research centre bring to the Business School?  
**JF** Our ambition is to have an impact on the ways in which leadership is studied and practiced, and to generate new ways of thinking that also have clear policy implications. There is considerable curiosity in the study of leadership both internally across a number of schools and faculties within the University (including Education, Social Sciences, Law, Medicine, Dentistry and Health) and externally across universities nationally and internationally. Many of us have fostered excellent links to enhance the Business School’s profile in this field. We envisage that we will be the leading centre for interdisciplinary leadership studies in the north of England.

Can alumni get involved, and if so how?  
**GD** Alumni who are involved in policy issues facing Great Britain, Europe, or Leeds should get in touch. Alumni who are working in Leeds and want to explore creative possibilities for exchanges of students, research or policy advice are especially welcome. And I would especially like to establish links with alumni who are interested in – or residing in – Europe or in the global South.

**JF** Alumni will be especially welcome. LUCILE provides a forum for knowledge exchange, networking and exploring new directions for research. We embrace a community that includes scholars, visiting faculty and students from across disciplines, together with practicing managers and developers with a shared interest in leadership. Our intention is not only to advance academic debates but also to connect our expertise to practice in a number of core areas. We will be shortly planning a seminar series which we hope will attract the interest of our alumni.

Get in touch:  
AIRE – g.dymski@leeds.ac.uk  
LUCILE – j.m.ford@leeds.ac.uk

Read more about the Business School’s research and innovation – business.leeds.ac.uk/research

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1 The Third Sector is part of a society or economy that includes non-profit-making and non-governmental organisations or associations, for example voluntary and community groups, charities or cooperatives.
Ten years ago, the idea of driverless cars, eye glasses containing miniature computers and booking a rocket trip to space seemed like pure science fiction. It is testament to the rapid pace of technological change we have witnessed that such concepts no longer seem outlandish, with Google Glass and Virgin Galactic close to being launched as commercial products.

The technological revolution is well underway with high tech gadgets being manufactured and sold around the world and bringing about profound changes in society. These changes equal to great opportunities for businesses - if they have foresight and the adaptability to seize them. The companies which will thrive will be among the first to spot and adapt to these major societal and transformative forces, or so-called Mega Trends. Spotting Mega Trends is challenging, but through careful research, and identifying and extrapolating trends, it is possible to predict what the future will look like in some key areas.

**Health & wellbeing**

The cost of caring for our citizens is becoming unaffordable. In the West, healthcare costs are set to account for one-fifth of total government spending by 2020. Because of this, more will go into the early diagnosis of disease, the prediction of ailments before they happen, and the better monitoring of patients to ensure that they are treated at the earliest (and therefore most cost effective) stage. Individuals who stay healthy will enjoy preferential rates with private health insurance schemes, and will be sold gadgets to help them remain fit.

**Achieving ‘zero’ through innovation**

Many believe that as we continue to innovate, we will be able to remove more of what we do not want. These include foolproof security systems with ‘zero breaches of security’, products with ‘zero defects’, cars that result in ‘zero accidents’ and which produce ‘zero emissions’, or your inbox with ‘zero emails’.

**Cities as customers**

The world’s biggest cities are getting bigger as suburbs meet and transport links are improved. This will lead to the development of so-called ‘mega-cities’, as well as ‘mega-regions’ and ‘mega-corridors’. These ‘mega-districts’ will be so large that businesses will increasingly regard them as autonomous centres for investment, wealth creation and economic growth. The result will be businesses focusing their sales and marketing on individual cities rather than countries or states, as is the case currently.

**‘Smart’ living**

Technology is expected to transform a house into ‘smart homes’. This is where it gets really futuristic; entry to homes will be controlled by retina scanners, and digital assistants will meet you as you walk through the door. They will identify your mood, and alter the ambiance of the room accordingly by changing the light, sound and smell. When you are ready to eat, meals will be displayed on a touch-screen kitchen table top; your mirror will offer you fashion tips; your fridge will restock itself; a tablet will monitor energy use and heating.

**Trains-a-coming**

Despite the contentious debate around the HS2 in the UK, a dramatic shift in rail transportation is coming. A global high-speed rail network will be created that will link cities, states, countries and continents. Massive infrastructure projects will come together to result in seamless rail travel between the UK and China or Moscow and the Middle East.

**‘Value for many’ business models**

The global middle class is set to rise to around 5 billion people by 2020 and they will be increasingly connected by the internet. This will result in the creation of new ‘value for many’ (VFM) business models. Some already exist, with the internet connecting customers to buy goods online and in doing so, achieving discounts. Groupon is perhaps the best-known of these businesses. VFM business models will continue to be developed, with the really exciting bit still to come – VFM can be applied in areas such as low cost flights and affordable healthcare.

**Connectivity & convergence**

If it sometimes seems that everyone has a mobile phone or tablet, consider that by 2020 there will be nine million mobile phone and five billion internet users, the majority of whom will connect through handheld devices. This is in addition to the 80 billion connected devices. Business and social interaction will increasingly be done this way.

**Conclusion**

In hindsight, it would seem obvious that most of these identified trends were quite certain to come to fruition. If we look at the pace of change taking place today - even over the last five years - it is remarkable to think how we, in our personal and professional lives, have changed so dramatically from ten years ago.

The important questions to ask include: Are you reactive or proactive? Do you lead or follow? How will you define your future so that you do not become the negative statistic, but lead the charge?

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*Sawant Singh (MBA International Business, 1997)*, Leeds MBA alumnus and Senior Partner at Frost & Sullivan, discusses the Mega Trends of the future.

The next battlefield is likely to centre on the control of information, which will lead to the control of around 1,200 satellites that are expected to be launched into space in the next decade. There may be a twentyfold increase in the number of hackers around the world trying to destabilise companies or governments and seeking to make money.

**Social trends**

In India, 60% of the population will soon be aged below 34 years old. A new generation of political leaders below the age of 45 will follow, with new ideas and perspectives. In China, a political generational change has already begun, with a ‘younger’ generation of Chinese leaders expected to bring in social changes such as the relaxation or abolition of rules which govern migration within China (hukou system) and the single-child policy. Female empowerment will continue apace, and will lead to women playing an increasingly active role in politics and business and resulting in fewer children being born, often later in their mothers’ lives.
The term ‘smart cities’ conjures up images of advanced urban landscapes where transport, commerce and human activity are undertaken with effortless efficiency and in sync with environmental and social concerns...

One of the predominant ‘smart’ technologies is that we use at present is mobile technology. The technology, powered by wireless networks, enables access to social networking applications, global positioning systems (GPS) and the ability to perform tasks and access information on the move, thereby allowing us to be more efficient workers and citizens.

One of the key issues that we will face in the future is the spectrum crunch. As we use more and more wireless devices and push increasing volumes of data across networks, it is expected that availability of spectrum we use to send such data will become a significant issue (radio spectrum is a finite resource). Project ACROPOULS is exploring a solution for overcoming this. It is focused on developing new approaches to maximise the potential of wireless communications systems and cater for the demands of the future through the development of cognitive and cooperative communications paradigms.

WiMAGIC supported the development of a new standard for mobile wireless which allowed large amounts of data to be transferred to and from mobile devices. In addition to this work on new and novel infrastructures, AIMTech also works to understand how organisations can make use of smart city infrastructures.

One sector in which AIMTech has particular expertise is in researching the implementation, use and evaluation of mobile information systems to support mobile field workers. A particular area of interest is public safety and in that sector we have noted a strong push towards mobility and “smart public safety” that has its roots as far back as the mid-1990s.

Example 1

“Smart cities” that have their roots in the mid-1990s.

Example 2

Only 26% of mobile sales by 2017. While predictions are based on current trends, there are based on current trends. It really seems that the future will be mobile.

Example 3

There are many mobile systems that are used in different environments, which could be described as smart. The ‘smart city’ is not just about using mobile technology, but about how we use it. It is about how and when we access information and the types of information we access mobile devices differently, from non-mobile behaviour. We have called for a wider debate about privacy and surveillance in our emerging smart cities.

Example 4

Smart Cities

...
Creativity in Marketing…

Why should we bother?

“If we consider the breadth of marketing activities influenced the most by creativity, some of the evidence is less than compelling. In a study into the views of PR industry experts undertaken at Leeds University Business School in 2011, creativity was not seen as essential for a campaign’s success, although it could be a key element. Indeed, these experienced practitioners struggled to pin-down the definition of a ‘creative PR story’ and generally felt there was little point in being creative just for the sake of it.

Perhaps not surprisingly, there is greater support for creativity in the advertising industry. Nyilasy and Read (2008) reported that practitioners believed strongly that advertising must be creative in order to be effective. Other studies, such as that of Dahlen et al (2008), found that consumers were often influenced more by the creative execution of an advertisement than by the messages about the brand contained within it. Greater creativity was seen to signal greater effort by the advertiser, which led to perceptions of higher quality that were transferred to the brand. The popularity of recent Guinness advertisements which typically say virtually nothing about the drink itself, but which develop positive attitudes and consumer loyalty through highly original and unusual executions, illustrate the potential importance of these findings. Horses in the surf, clouds extinguishing fires and an ageing swimmer have all helped to establish Guinness in the uppermost tier of premium brands.

And, what of the digital industry, where brands are splashing ever-increasing proportions of their budgets in every market around the world? Amanda Gallucci, content strategist at digital agency iAcquire, underlines the challenge for every brand tackling the digital space in observing that, in order to maximise consumer interest, brands need to “tantalise their senses” and “pique their curiosity with something they might be surprised to see or hear.” Divergent, original content is required. Metro Train’s award-winning campaign for Melbourne commuters ended up achieving over 100 million hits on YouTube worldwide, thanks to its highly creative take on rail safety featuring a number of “Dumb Ways To Die”. The viral campaign exploded across the internet to capture and engage consumers through using the uniquely interactive nature of social media and the web. Not only did consumers share the video, but they downloaded the app, tweeted details of their gruesome demise in the game and even spawned a number of parody videos.

So, failing to pursue creativity may be a dangerous approach for the digital marketer. While creativity is hard to achieve and, often, ends up costing more, the temptation to curate, rather than create, should be resisted. Gathering content of interest to the consumer to distil and repackagew is all well and good, but it is not sufficiently original to engage people and develop a lasting relationship with the brand. Perhaps one answer may lie with what may be perceived, at first, as the least creative element of the marketing toolkit. Data. There is a huge amount of personal information available on habits, preferences and attitudes from social networks and websites. The brands that embrace this Big Data to deliver personalised, creative campaigns may end up being the victors.

So the evidence suggests that, yes, marketers must be bothered about creativity. Often, a creative approach is the only way a consumer might differentiate between brands. As media channels continue to fragment, attention spans shorten and the consumers themselves become more influential, creativity is critical for marketing success. Rather than side with Garth, perhaps George Bernard Shaw had a more fruitful suggestion when he wrote, “You see things: and you say ‘Why?’ But I dream things that never were: and say ‘Why not?’”
Why family firms are surviving better than their non-family counterparts

Given their importance, it is surprising that the family business sector is somewhat under-researched and there is a gap in knowledge regarding the incidence, performance, governance and cross generation survival of family businesses. A research agenda led by Professor Nick Wilson, Credit Management Research Centre (Leeds University Business School) in collaboration with Imperial College and Durham University seeks to address important questions regarding the performance (profitability, efficiency, growth and employment creation) and longevity of family firms, relative to their non-family counterparts.

The differences among family firms can be as telling as their overall distinctiveness from other forms of enterprise. The research team has compiled a detailed database covering over 800,000 medium and large private family and non-family firms. The data is drawn from filed accounts and other data sources that facilitate analysis of ownership structure and board composition, industry sector and regional location. The research team is tracking changes through time and the relative performance and survival of different family firm types benchmarked against non-family businesses.

The recession period from 2007-2010 saw a record number of company closures through bankruptcy and other types of insolvency. One of the first reports produced by the research team examined the likelihood of failure of family versus non-family businesses during this period, by examining all insolvency related closures in the UK corporate sector. The study highlights some of the strengths that underpin family businesses. The research found a lower incidence of closure as a result of insolvency amongst the family firms sample when compared with the private company population.

One of the key differences between family and non-family run businesses that link to better survival chances is the board structure. On the financial side, the study found that family businesses are more frugal in their spending, partly because they often have to rely on internal sources for financing of projects. Indeed it seems that family firms manage cash flow and creditor relationships better than many other companies and are likely to take on debt finance only as a last resort. They analyse business opportunities with greater intensity and perhaps take fewer business risks in the core business than private firms. Opportunities are often given for family members to explore new business ideas and innovations within subsidiary or spin-out company structures.

Family businesses are less likely to fail because they are usually made up of well-functioning and diverse boards of directors who advise and govern effectively. In a company, the board of directors provides advice and direction to management and to executives if they see the company drifting away from its goals and objectives. It is responsible for ensuring that companies fulfil their mission statement. The boards of family firms play a central role in deciding upon strategy and accordingly, have ultimate control of the direction of the firm to ensure its survival as an independent entity.

There has been considerable debate and policy interest in recent years in relation to board composition and governance. Much of this debate has centered on the issue of gender diversity and the (under) representation of women on boards (eg Lord Davis Report, Women on the Board, BIS 2011). Families, by definition, have age and gender diversity and this is reflected in the composition of the board of directors of family businesses. Interestingly, the study finds that 80 percent of family owned businesses are gender balanced having at least one female director.

Boards of family businesses are more diverse which makes them more stable and limits conflict between its members. The board is the key decision making body of a business. In other words, families put the boards of directors to work in key decision making roles. The board is responsible for determining strategy and objectives. It is responsible for all aspects of the company’s business, including human resource planning, capital expenditure and performance. The board must review the financial statement and to executives if they see the company drifting away from its goals and objectives. It is responsible for ensuring that companies fulfill their mission statement. The boards of family firms play a central role in deciding upon strategy and accordingly, have ultimate control of the direction of the firm to ensure its survival as an independent entity.

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Linking Up and Moving On
Making your networks work for you

There are many reasons to develop good networking skills, not least because around 80% of jobs are obtained through networking. Julia Hobsbawm, founder of Editorial Intelligence states, “FTSE 250 companies are looking for networking capability. If you are interesting and interested, there is no doubt you will rise well above your competitors in the workplace. You will know about more than just your silo and this undoubtedly has a real market value.”

It is important to know the right people and contacts, and to engage in the right groups and situations for you. It isn’t about quantity; it is about building a relationship with the right individuals.

**Developing networks**

Today you should develop an online network to complement your physical, personal and professional networks. All are invaluable tools, but equally, to achieve your objectives, it is important to take a strategic approach to managing your contacts and focusing your networks.

**Network Management**

1. **Identify your goals and what you wish to achieve**
   - Set professional objectives and these will influence how you narrow or home in on specific contacts.

2. **Identify the right contacts or networks that will help you achieve your goals**
   - You will already have a series of networks to draw on and you could find they include potential mentors or gurus; someone to help you grow your business (helping you to find suppliers, assist with contracts and recruit staff) or people to learn new ideas from, share industry tips with and to provide insider trends and information.
   - **Existing contacts**
     - Work colleagues, friends and family
   - **Professional groups**
     - Associations and sector bodies
   - **Social media**
     - LinkedIn, Twitter and Facebook
   - **Social interests**
     - Contacts from hobbies and interests

3. **Tap into your university networks**
   - **Alumni**
     - Connect with 19,000 Leeds University Business School alumni in 136 countries. We have international alumni groups all over the world, as well as events and networking opportunities. The Business School and University of Leeds Alumni Relations teams can help facilitate your connections.
   - **Staff**
     - Stay in touch with academic and support specialists at the Business School and University. Keep up to date on Business School news, as there may be initiatives or opportunities that fit with your professional objectives.

Goals can change, so your networks and plans should be reviewed regularly. If you nurture your networks and contacts by providing support and help, you will reap the rewards. Ask for support when appropriate and most people will help if they can.

**Top tips for networking in person**

If you aren’t a seasoned networker, attend an event with someone who is experienced to get tips and spend the time observing good and bad practice. Some points to remember are:

- **Conduct research on which networking groups fit your objectives (ask work colleagues, other professionals or use sector bodies for personal recommendations).**
- If a list of attendees is available, research who is attending and make note of potentially good contacts. Ask the host to introduce you.
- Ask open questions, so you can find common interests.
- Draw other people into the conversation so that you can connect with additional attendees.
- The aim of networking is to build a relationship over a period of time; it isn’t about a quick sell.
- Follow up key contacts after the event; remind them of who you are and what you discussed.
- Make note of what you hope to achieve from the follow-up, eg a face-to-face meeting, then track your success.

If you want to know more about how to effectively network, contact Leah Bennett, the Executive Careers Consultant via alumni@hus.lubs.leeds.ac.uk

**At first I was quite sceptical about the power of networking. The MBA team put a focus on how important networking was, not just in terms of physical meetings, but also virtually by the internet. My cynicism soon diminished! Networking across the globe has been vital to the success of my business. Tools such as LinkedIn have been invaluable in assisting me to develop a network of clients and partners, where we are all working to achieve similar business objectives.**

Nick Carter, CEO and Owner, Glocal Procurement Services Limited

**I found the Financial Times Masterclasses really complemented the programme. They were highly informative, as well as providing excellent opportunities for networking. The speakers were a good mix of academics and professionals, providing both expertise and industry insight, demonstrating the MBA subjects in practice.**

Sam Crossley, Director, Business Excellence Consulting Ltd.

**Find out more**

- ‘Business Ethics, Business Schools and the Business World’ conference - leeds.ac.uk/arts/events/event/1929
- Online MA in Applied and Professional Ethics - idea.leeds.ac.uk/maape
- You can hear more from Amanda at the upcoming conference ‘Business Ethics, Business Schools and the Business World’ (2-3 April 2014, LUBS) organised by the IDEA Centre and the Business School.

**Business Ethics, Business Schools & the Business World**

Is a Code of Ethics simply a case of covering your corporate back, reinforcing the law or something more profound?

Is it ethical for a whistleblower to accuse a fellow colleague using the cloak of anonymity?

If ethics is about behaviour, how might you best drive this in a business?

**Top tips for networking in person**

- **Identify your goals and what you wish to achieve**
- **Identify the right contacts or networks that will help you achieve your goals**
- **Tap into your university networks**
- **Top tips for networking in person**

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Nurturing Talent

Launched in 2012, a mentoring scheme connecting undergraduate students with business professionals, has gone from strength to strength.

The Nurturing Talent Mentor Scheme is committed to developing students’ real-world skills and experiences, enabling them to achieve their full potential in the highly competitive graduate job market. It has been designed to help bridge the gap between education and industry by working with students to build their networks, develop key skills and increase their confidence.

The pilot project in 2012 saw a number of partners support the scheme, including large graduate employers like HSB, JnLeier, PwC, EY and Morrisons. In its first year of operation 70 mentors took part. This year 563 people have volunteered their time to support the next generation of students. More mentors are needed, however, to enable every student who applies to the scheme to be able to take part.

Mentors have the benefit of enhancing their own professional development through improving and expanding their communication, leadership and management qualities. They can forge relationships with potential employees and build strong networks with other industry professionals. Over 50% of the mentors are alumni, reinforcing the valuable connection between former students and the Business School, reinforcing the valuable connection between former students and the Business School, and the reciprocal benefits this scheme has to offer.

Participating students can enhance their skills by taking part in professional skills workshops that are being delivered by the School’s corporate partners. These include topics such as effective communication, leadership, networking and negotiation; all critical attributes employers are looking for in their future employees. Mentors and mentees also have the opportunity to come together for themed quarterly networking events to share ideas and celebrate achievements.

Hamida Begum, Professional Development Officer who developed and established the initiative commented, “The scheme has provided a fantastic platform for students to gain a real insight into industry, connect with professionals and help them plan and prepare for their future. The support provided by our mentors, particularly alumni, has been invaluable and created a significant impact on our students’ personal and professional development.”

There are plans to expand and develop the scheme in future so that every student who wishes to be mentored has the opportunity available to them.

If you would like to find out more about mentoring, visit business.leeds.ac.uk/mentor

My primary motivation for joining the mentoring initiative was to give something back to the Business School from where I graduated over 10 years ago. I feel that the ongoing one-to-one communication with my mentee is having a real impact on him.

Kandarp Khanvilkar, Vice President BNP Paribas

Having received and valued the mentoring support in my own career I fully appreciate where this can assist undergraduates on their journey. It has been fascinating to talk to my mentee and look at the synergies between her course, public sector planning and her professional ambitions. The experience has encouraged my own teams to look at how they can support graduate placements and work experience opportunities which are hugely beneficial on both sides.

Viv Buckland, Head of Service Strategic Investment and Development, Leeds City Council

On my last day as an undergraduate at the Business School, my tutor circulated a poll: it notes and asked us to describe our time at Leeds in one word. I wrote, ‘revolutionary’, perhaps because I’d come straight from a Corporate Strategy exam, or because the abundance of adjectives from Tim Cook’s latest Apple launch were still on my mind… either way, I meant it. And I still genuinely think it’s an accurate reflection. In a short space of time I’d been lucky enough to have many positive experiences at LUBS that shaped both who I am today and also my ambitions for the future.

In my first few weeks I’d joined LUBS Soc, made some great friends and begun to ‘build my network’. One of the committee introduced me to the Enterprise Scholarship Awards; a chance to pitch a business idea for funding and practical training. I applied, and to my absolute surprise, won! This alumni funded scholarship was my first taste of ‘Entrepreneur at Leeds’ which helped me explore the idea of entrepreneurship in practice through a business bootcamp, and provided much needed finance to test the viability of my business ideas. I also took part in the SPARK enterprise programme at the Careers Centre.

My interest in enterprise drove me to represent the UK at two international events: the European Economic and Social Committee in Brussels and One Young World in Zurich. I spoke to EU representatives and over 1,200 delegates about Global Business and Entrepreneurship. I was part of a panel to devise an ethical business framework with the CEO of Barclays in Canary Wharf and also met Doug Richards from Dragons’ Den who helped me refine my business ideas.

These incredible experiences compelled me to take a “Year in Enterprise” sandwich year and become an intern in my own company, an idea pioneered and supported by the Business School. I launched a social media consultancy called BoldGorilla. I knew it was going to be a challenge, but I wanted to push myself further. Combining the surplus from my Enterprise Scholarship, academic mentoring and office space, I was given the best opportunity to succeed. I was mentored by Tim Greveson, CEO of Revolution Viewing, a ‘Goldman Sachs High Growth’ business. I learnt from every pitfall he experienced without having to make the same mistakes myself, and discovered what made his business successful.

By running my business I learnt just as much about myself as I did about recruiting staff, creating and delivering strategies and running end-to-end client projects for the NHS and national universities. It was enormously exciting pitching in front of CEOs from international organisations. By the time I returned to my final year, I had grown my professional network and established credibility at delivering results. My experience in business brought my studies alive, which helped me get the most out of my course.

Through my network, I was recommended to another entrepreneur launching a technology start-up in London. Within days of my results, I became her Business Development Manager. I’ve just got started in the role and am developing a business strategy and identifying market opportunities. I’m also consulted with firms where we already supply technology, improving their systems and helping their employees adapt to new processes.

It’s very rewarding to help someone shape their vision into a sustainable reality. I don’t think I’d have made it this far without the tremendous support from the University. I’ve graduated not only with a first class degree, but an attitude to keep learning, aspiring and discovering. And they’ve all helped me make this ‘revolution’ a reality.

Nick Simm, BA Management with Marketing (2013)
Spotlight on...
Adrian Blackburn, MBA (2003)
Head of Corporate Relations
Bolton Wanderers Football Club, UK

Self-funding the programme meant there was no way I could afford to fail. I treated it like a full time job and when I wasn’t in class I was using the spare time to study.

The MBA gave me two things. The first was a real exposure to a multicultural environment and one that is almost impossible to replicate in any other situation. The second was self-belief. I had always felt that not having a degree somehow made me inferior. I quickly realised that my practical experience was something that some other students didn’t have and we could all learn something from each other. The course forced me to optimise the skills I already had, and address areas that needed development.

There is no question that the qualification helped me to attain my role here on the Senior Management Team at Bolton Wanderers. It has also enabled me to take a more strategic approach to the job. I spent my first few months at the Club travelling around Europe with key sponsors visiting all the top football clubs. Since then the Club has been restructured and subsequently restructured. I have played a major role in developing the Commercial Sales and Marketing division which is flourishing during this challenging time.

Sport brings its challenges; the biggest is a lack of control over our product on the pitch, which makes marketing very tricky.

Most small clubs cannot compete with the wealthiest ones, so I try to make sure the quality of what we do is as good as it can be. Everyone that interacts with a customer at every touch point is a sales person. This includes our ticket salespeople, courtesy stewards and car park attendants. A customer needs to leave an event with nothing but praise for every element of the experience. This starts when they look for the information, buy the product, attend the game and hopefully return again and again.

Bolton Wanderers don’t just compete with other clubs. I must be ready to go head to head with other leisure outlets such as cinemas or local visitor attractions. For most clubs the key will always be the playing staff and most of the revenue is invested in that side of the business. This means that I must work harder with the things that don’t cost, such as building relationships with the media, creating incentives for existing members to sell to friends, family and colleagues, as well as, of course, using social media.

It seems like only yesterday I was sat in the LUBS café panicking about International Business or a strategy assignment. And the friends I made during my MBA will always be my friends, even though we don’t see a lot of each other. My ambition for the future is to continue to develop my general management skills, as well as building my sales, marketing and business development attributes.
CLASS notes

Paul Young, BA Economics & Sociology (1967)
At over 70 and long retired I am part of a successful struggle to acquire our retirement village. The last task now to get things on a grand scale, hand over to the next generation and continue to enjoy my retirement. From determination, few things have made this possible – my wife and I have a joint interest and both have good health. I joined Leeds in 1967 after I graduated and worked with a large company in Lagos for five years. When I graduated from Leeds in Economics and Sociology combined studies, I was then affiliated to Leeds in qualifying as a Chartered Accountant in 1970.

Odunola Kayode, MA Management Studies (1980)
I am currently working in rural areas of Nigeria in an attempt to address issues on food security and increasing food production. The cooperation groups are supported with micro-credit and counselling services. This is an interesting assignment as it gives a long way to address the food needs of Nigeria’s increasing population and rural unemployment. It is intended to use this approach to entail the drift of youth population to urban cities. My involvement in this rural population to urban cities.

Olusola Kayode, MA Management Studies (1987)
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Mae Fido, BA Economics (1978)
During the past 12 months I have managed to start a new consulting business to help small business owners operate more effectively. I also managed to publish my first book, Leadership Ethics. Major Ingredients of Business Success.

Kung-Ping Tai, MA Advertising and Public Relations (2013)
In August 2013, I graduated from my Master’s in Advertising and Public Relations. I am currently working at a PR agency in China for one year. In January I was sworn-in as a citizen in the UK and moved to London to start soon!

Phil Bream, BA Economics (1983)
2013 was a year of goal to achieve for me. I visited Sao Paulo and Milan, the birthplace of my beloved Beefsteak, in the USA, spending time in Vegas, LA and Toronto. I also visited a number of cities in Europe. It was also elected as a Fellow of the Royal Institute of Chartered Surveyors.

Alan Leger, BS Computational Science & Management Studies (1988)
My involvement in this rural population to urban cities.

Dennis Compte, BA Economics (2000)
I am currently working as an Associate Tax Advisor for one of the large accounting firms. I have become a keen runner, and ran the final 8k miles of the marathon in my new role of a team leader. A firm believer in the power of networking and am interested in working with and helping other networking individuals. My particular favourite for networking is food and drink.

Asmaa Ouyahia, MSc International Management (2016)
I have been blessed with a baby girl and we’re living ‘farmed’ as means farms. A year ago I quit a high paying corporate job to take the first step towards entrepreneurship and start my PR firm called Springhead Communications. I have been working with global brands and my clients include Penguin Books and World Renowned Michelin starred Chef, Yoko Kanno, amongst others.

Neerja Sewak, British Chevening Scholar (2012)
I have always cherished my time in Leeds. I am so happy that I will recommend the University of Leeds to my friends and relations who are currently still in touch. I have formed many friends and relations who are a big support to me in touch. Currently I’m starting my own business. Leeds has given me so many beautiful memories. I met my husband there as well. I would definitely love to visit Leeds again – hopefully in the near future.

Ayapin Olayide, MSc International Management (2016)
I have worked on a number of mixed and personal opportunities in my professional career. This led to an exciting career with the United Nations and other international agencies working in some of the most challenging areas in the world supporting, guiding and helping to build sustainable, ethical and professional policing structures and organisations. The Masters does not only open new horizons and parameters, but gives form and structure to your thinking, planning and delivery.

Gordon Inglis, BA Accounting and Finance (2004)
Since graduating I studied as a management accountant and worked at Lloyd’s Banking Group in various roles for six years. However, in October 2013 I started my own business – Small City – the night here in Leeds, selling high quality made-to-measure suits, separates and shirts. It has been my business ever since the early days of the company towards my degree at LUBS in 2004. With my own business, I am on my way to achieving my dream. Now it is up to me to make the start-up a success!

My studies at LUBS proved to be a valuable asset for my professional and personal resources for the development of my career and I am glad that I completed my Masters in Leeds. I am happy that I will recommend the University of Leeds in my hearty torn for his studies!

Jan Der Franchinetti, MBA Human Resource Management (2008)
After graduating I landed a job on the challenge of ageing workforce in the Bank of America. Eventually, I decided against a career in the finance sector and joined the German head office of the GEF SVG producing for leading the global generating and suppliers of electricity, natural gas and energy services. After two years in Hamburg, Germany, I became manager of a team of 12 employees in the German sites, dealing with payroll and HR. I am now working in a Multi-Countries and Business Intelligence Project. In 2011 I was also joined in internal consulting team, now advising our operational divisions on project management.

Matt Khaled. MSc International Management (2012)
Not long after I came back to Britain, I started my portfolio of work experiences starting with translation, project-based consultations and volunteer activities. I took some time off for a short period to research my ideal career path, passions and capabilities. It turned out to be a helpful break, not only because I found out how much I enjoy photography, but I also started a position at a Canadian branding consultancy in Toronto. Hopefully in a couple of months, I will start another adventure as I am looking for new opportunities in Denmark.

Senith Mahendran, MSc Advertising and Public Relations (2011)
Public Relations is a very interesting industry which is full of challenges. After my graduation, I worked for a shorter period of time and got some really good experiences. I was able to base back to the UK again because Leeds always leaves you wanting more... I am happy to be back and ready to start my new life here. Job hunting will start soon!

Glass Joe, MA Advertising and Public Relations (2011)
I graduated from my MBA in 2009. My work takes me to different areas and makes it difficult for me to give full details. My MBA from LUBS opened up a lot of opportunities in my professional career. This led to an exciting career with the United Nations and other international agencies working in some of the most challenging areas in the world supporting, guiding and helping to build sustainable, ethical and professional policing structures and organisations. The Masters does not only open new horizons and parameters, but gives form and structure to your thinking, planning and delivery.

Apayifar Jahan, MSc International Business (2009)
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Maria Rizk, MSc Accounting and Finance (2008)
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