Mapping Europe’s Financial Future

Big data and reimagining the car

Winds of change – what future for the steel industry?

The next Industrial Revolution how could this affect you?
Getting more from your magazine
To help you get the most out of this issue of the Business School alumni magazine, we have included interactive hyperlinks throughout the magazine to help you discover more about individual articles which cover a wide range of themes, including financial stability, crisis communications, the future of the steel industry, and Brexit.

Here is a list of hyperlinks used and how you can gain access to more information...

1. Contents
To skip to a specific page within the magazine click on the numbers to the left of each page heading. (see left)

2. Cursor button
These will be found alongside images or headings and can be clicked on to link directly to an external webpage.

3. Underlined text
These hyperlinks will be throughout the whole document, this will indicate you can click here, connecting you to further information.

Please note:
To benefit from the interactive features of this digital magazine, please view using the Adobe Acrobat app on your desktop, tablet or phone.
Welcome to this issue of the Business School alumni magazine, Network. In this edition we reflect on another year of successes and our academics discuss a range of topical issues.

2016 was an outstanding year for the Business School. We were delighted to be shortlisted for ‘Business School of the Year’ in the Times Higher Education Awards, in recognition of our continued efforts to create synergies between student education, research and external connections. The awards are widely recognised as the ‘Oscars’ of the higher education sector, so we were thrilled to be involved.

We hope you enjoy the following articles which cover a wide range of themes, including financial stability, crisis communications, the future of the steel industry, and of course, Brexit. We also welcome a guest article from Visit Leeds which discusses the transformation of Leeds over the decades and future developments for this exciting city.

Our international alumni community now spans over 25,000 alumni in 140 countries. We continue to develop and grow the range of events, professional development opportunities and alumni benefits, so that you can stay connected with the Business School. Wherever you are in the world, we hope you feel proud of your time at Leeds.

Wishing you a happy and successful 2017.

Professor Peter Moizer
Executive Dean, Leeds University Business School

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Professor Malcolm Sawyer is Emeritus Professor of Economics at the University of Leeds. He was the Principal Investigator of the 5 year, 15 partner EU funded project Financialisation Economy Society and Sustainable Development (FESSUD). He is internationally recognised for his research on post Keynesian macroeconomics, macroeconomic policy and financialisation. He is the managing editor of the International Review of Applied Economics.

Professor Kerrie Unsworth is Head of the Work Behaviour Research Centre. She holds a degree in Psychology from the University of Queensland and a PhD from the Institute of Work Psychology at the University of Sheffield. She is interested in studying motivation, creativity, pro-environmental behaviours and well-being. Underlying each of these is an interest in understanding how we juggle the different priorities we have at work and at home; and how we can make our working lives more fulfilling and productive.

Dr Ian Greenwood is Associate Professor in Human Resource Management and Industrial Relations. He holds a PhD and MA from Leeds. He has been engaged in a number of research projects connected to the metals sector. He has also researched the role of Union Learning Representatives and their impact on workplace skill formation; team working; trade union activism and renewal, including Community Unionism. Other research interests include the contemporary nature of collective bargaining.

Dr Kendi Guantai holds an MA in Advertising and Marketing as well as a PhD in Corporate Communications from the University of Leeds. She leads modules in Strategic Business Communications, Reputation Management and Media Strategy, and is currently serving on the board of the International Association for Business Communicators (IABC - UK) as Vice President for Research.

Dr Gary Graham is an Associate Professor of Operations and Supply Chain Management and a co-director of the Cities themed Design and Production Group. He is a visiting research scholar at the Massachusetts Institute of Technology’s Centre for Transportation and Logistics. His work focuses on smart city manufacturing, productivity, localisation, smaller companies and democratising the means of production. He has research collaborations on ‘Distributed Manufacturing’ and ‘Industry 4.0’ with the Institute for Manufacturing, University of Cambridge.

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A YEAR IN REVIEW

ACCOLADES

• The University of Leeds has been named University of the Year for the second year running.

SEPTEMBER

Shortlisted for Business School of the Year

The Business School was shortlisted for Business School of the Year, by the Times Higher Education Awards 2017. The award "honours those institutions, individuals, and departments that continue to innovate and inspire" and "further the frontiers of knowledge". 

Flagship research with a major international retailer

Leeds University Business School and the University of Bradford have partnered with an international retailer to win research funds of £900,000, including a major international corporate retailer to Leeds University Business School and the Leeds University Centre for Business Excellence. The CBI International Finance programme has also been accredited by the Chartered Banker Institute (CBI). Our MSc Banking and Finance programme has also been accredited by the Chartered Banker Institute (CBI). Our MSc Banking and Finance programme has also been accredited by the Chartered Banker Institute (CBI).

Nexus will provide a new way of working, making businesses access the University’s world-class research and state-of-the-art facilities, in an exceptional place. Dr Ceri Williams, Director of Research and Innovation Development said: “Nexus will provide a new way of working, making businesses access the University’s world-class research and state-of-the-art facilities, in an exceptional place.”

A new £40m innovation and enterprise centre named ‘Nexus’. It will be built at the south edge of campus, close to the city centre, and will be a gateway to help businesses link with the University’s world-class research centres. Dr Ceri Williams, Director of Research and Innovation Development said: “Nexus will provide a new way of working, making businesses access the University’s world-class research and state-of-the-art facilities, in an exceptional place.”

In August, China’s Ambassador to the UK was shown a wealth of world-leading research and culture at the University. The visit was part of the visit to learn about the University’s work in areas such as wellbeing, health and other topics. Lord Mayor of London welcomed Business School

Lord Mayor of London, Dr Sharon Strezlecki, was welcomed by the Executive Dean, Professor Peter Moizer, and Business School representatives during a visit to the city. The Lord Mayor met with leading academics, technologists, policy experts and economists. The visit was particularly keen to talk to our students about their experiences of studying at Leeds and Chinese culture.

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How can finance better serve the ECONOMY AND SOCIETY?

The research project sought to explore how the nature and purpose of the financial sector had changed in the last 15 years, and how financialization had been a global phenomenon over the past three to four decades. While FESSUD was able to secure funding of €8m from the European Union, the team also sought to consider the lessons which could be learnt from past three to four decades with often adverse consequences. The survey found that the benefits of growth and employment would be focused on the emerging areas as well as the traditional sectors.

The research has been very wide ranging, involving more than 14 universities in Europe and South Africa and a civil society organisation having scientists and economists from 14 universities in Europe and South Africa. The economists were asked to make predictions on subjects such as the potential to cause another 2008-style financial crisis in the so-called ‘shadow banking’ (non-bank financial) sector has the potential to dominate the system will evolve from brokering to supplying loans, and the payment systems would ultimately come to dominate the financial system had been greatly underestimated prior to the 2008 financial crisis. While Europe’s financial system was considered to have been less vulnerable and less exposed to risks in the next five to ten years, while wage income as a share of GDP would fall or remain unchanged. The survey also predicted that the remit of ECB would change, with it growing responsibilities of the European Central Bank (ECB) and of the national central banks of developed countries. Interestingly, they predicted that the remit of ECB could change, with it growing responsibilities of the European Central Bank (ECB) and of the national central banks of developed countries. The report also predicted that the remit of ECB could change, with it growing responsibilities of the European Central Bank (ECB) and of the national central banks of developed countries. However, it is crucial to note that financialization had been a global phenomenon over the past three to four decades with often adverse consequences. The survey found that the benefits of growth and employment would be focused on the emerging areas as well as the traditional sectors.

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For those of an teaching crisis communications, it is far too simple to downplay the existence of crisis case studies to choose from. Recent crises have been widespread in scope and scale. Large global brands have been hit by crises, from smartphone manufacturers and car manufacturers to high-profile financial institutions. In these cases, it is important to ask whether the corporation could have been more prepared. The growth of social media and the related ability to share information instantly means that corporations and communications professionals must ensure that they are prepared to respond to crises in a timely and effective manner.

Financial Repercussions

Many crises are not only the result of the reputational or financial cost of a crisis. Consider the recent Volkswagen emissions scandal. In April 2016, it was announced that the German car manufacturer had cheated emissions tests in the US. This led to a major crisis for the company, with a significant cost to the corporation. In addition, the crisis led to a loss of trust among consumers and other stakeholders. Volkswagen's decision to cheat emissions tests was not only unethical, but it also led to significant financial losses for the company. This case demonstrates the serious financial repercussions that can result from a crisis.

MISSED OPPORTUNITIES

For those of us teaching crisis communications, the challenge is that many are often called upon to help organisations to deal with crises, but there is a tendency to focus on the negative outcomes of a crisis. In this case, Volkswagen is set to pay out billions of US dollars as a result of the emissions scandal. The crisis has had a significant impact on the corporation's reputation and financial performance. It is important for communications professionals to consider the opportunities that may be missed as a result of a crisis. In the case of Volkswagen, the opportunity may have been to use the crisis as a platform to engage with stakeholders and build trust.

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AN OUNCE OF PREVENTION IS BETTER THAN A POUND OF CURE

Preparing future communicators for a more proactive approach to corporate crises

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University of Northumbria at Newcastle

Communications, Marketing and Public Relations.

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Finding out more - business.leeds.ac.uk/ccpr

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A wind of change is blowing across the global steel industry. It has been forced to deal with unforeseen developments, such as the COVID-19 pandemic, economic downturns, and broader social changes. The challenges facing the industry are complex and multifaceted, requiring a range of policy responses. In order to understand the current state of the industry, it is necessary to consider the underlying forces driving change. The steel industry is characterized by its cyclical nature, with periods of boom and bust. The industry has faced a number of challenges in recent years, including overcapacity, falling output, and declining prices. These factors have contributed to the differing fortunes of steel producers around the world.

The APPG document will also engage with wider aspects of industrial strategy. The APPG will submit a 'Manifesto for UK Steel' to the Ministry for Energy and Industrial Strategy. This document will outline the policy moves that need to be made. The APPG has been working closely with Dr Ian Greenwood, Associate Professor of Human Resource Research Briefings, to shape this document. The APPG is the voice of Members of Parliament (of Members of Parliament) for Steel and Metals (APPG), at the request of the UK All Party Parliamentary Group (APPG) for Steel and Metals.

In 2018, the APPG published a report on the steel industry in the UK. The report highlighted the importance of the steel industry to the UK economy, and the need for policy interventions to support its development. The APPG has been working closely with Dr Greenwood, who has been researching the world of steel for a number of years, to ensure that the report reflects the latest thinking on the industry.

The APPG is a cross-party group of MPs who work together to raise awareness of steel and metals issues, and to engage with stakeholders in the industry. The APPG has been working closely with Dr Greenwood, who has been researching the world of steel for a number of years, to ensure that the report reflects the latest thinking on the industry.

The APPG document, To be published on 7 March 2020, sets out a number of key proposals to support the steel industry in the UK. These include:

- The importance of the steel industry to the UK economy, and the need for policy interventions to support its development.
- The need for the UK government to develop a strategy for the steel industry, to ensure that it can compete in a global market.
- The need for the UK government to invest in research and development, to ensure that the steel industry is able to innovate and compete.
- The need for the UK government to support the growth of the steel industry, through measures such as tax breaks and subsidies.

The APPG document will be submitted to the Ministry for Energy and Industrial Strategy, and will serve as a valuable resource for policymakers, industry leaders, and other stakeholders in the steel industry.
In our theoretically lazy lives, keeping everything on track can feel like an insurmountable challenge. That’s why we work towards long-term projects or plans. We have been indoctrinated by goal-setting theory in school, and yet it’s the key to unlocking productivity and success. And yes, you’re probably doing it wrong, just like the majority of us. The issue isn’t just that we’re failing to meet our goals, but that our approach to designing goals is often wishy-washy. This is because we are not considering the key ingredient that ensures our goals are meaningful and achievable: self-concordance.

Our research shows that you need one ingredient to ramp up your goal-setting efforts: self-concordance. In one of our first studies, we asked participants to set a goal to learn Korean in four weeks. Half of them were asked to think about how they wanted to achieve the goal (self-concordance), whereas the other half were simply asked to set a goal and think about how they were going to achieve it (goal-setting). Self-concordance led to higher levels of performance, as participants were more likely to persist in the face of setbacks and more likely to perform well in a follow-up test.

But what’s so special about self-concordance? Unlike other theories in psychology, with self-concordance it doesn’t matter whether a goal is achieved or not. If it is clear and the motivation is compelling, you'll stay motivated as long as it helps you to achieve those larger purposes in your life.

Goal-setting is good at helping motivation but it won’t work unless people are also using self-concordance strategies. When people are using self-concordance strategies, they are more likely to persist in the face of setbacks and more likely to perform well in a follow-up test. This is because self-concordance aligns with your identity and values; and if your tasks aren’t related to your bigger-picture goals then change them.

Believing that something will help you achieve your long-term goals is one of the key ingredients to unlocking productivity and success. And, yes, the key to unlocking productivity and success is finding strategies that worked for us, we were able to find strategies that worked for us.

Professor Kerrie Unsworth
Today’s consumers are surrounded by connected devices, such as smartphones and tablets. This has enabled innovations to appear in new ways. While the car industry is not the only one, connected cars are gaining in popularity. It is estimated that by 2025, all new passenger vehicles will be connected. Yet, the connected car represents a major disruption to the industry’s traditional business model.

**THE DISRUPTORS**

In the past three years, the business model is configured for new business creation and库 new roles and services to support these business models. The companies are using big data to innovate entirely and/or demand.

The digital revolution has already made a profound impact on a range of industries through e-Commerce and e-Business. Big data provides the ideal environment for access to transport when parking and congestion fees are too high.

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The digital revolution has already made a profound impact on a range of industries through e-Commerce and e-Business. Big data provides the ideal environment for access to transport when parking and congestion fees are too high.
What opportunities might Brexit bring for British participation in (and leadership of) global startups and entrepreneurship?

A positive in Brexit is the hope that the government reduces bureaucratic interference. This amounts to a fixed cost on business with SMEs bearing the brunt as they have less ability to spread it over larger volumes of sales or production. I am not confident that politicians and civil servants have the competence and strength to resist the desire to ‘manage’ innovation and business start-ups. If they do, the value will be in Britain becoming less regional and more global in its orientation.

A real benefit for UK firms is the dramatic decline in the exchange rate. At one level this reflects investors’ negative sentiment with regard to the UK (more people are selling UK assets than buying them). At another level it serves to discount UK productivity (an hour of British labour is now worth less than it was in May). This makes it easier for firms to compete on price (which, may, ironically lead to them underinvesting in innovation since it does not pay off as quickly as price discounting). Foreign goods are now more expensive, potentially reducing the need for UK firms to discount prices locally. Hence the irony is that Brexit may lead to a situation where both foreign and local goods increase in price within the UK while UK products are being discounted considerably overseas.

What effect will Brexit have on UK SMEs trying to increase their global presence?

Ultimately it will be harder and more expensive for SMEs to expand globally post-Brexit. SMEs do not normally have the internationalisation capabilities seen in larger firms, so initially focus on local and regional expansion. Regional expansion may be more costly and risky in the short run, so it is likely that firms will be more localised initially. When they do expand it will probably be at further geographic distance, but closer cultural distance.

How will Brexit affect Britain’s trade with countries both within and outside of the EU?

Overall, the trade regime may be more equalised. The government wants to work within the World Trade Organization structure and that creates some degree of uniformity. As the EU already works within this it is hard to see what additional benefits being freed from the EU structures will bring. For trade outside the EU, I predict that few countries will cut the UK a break. At best they will allow it to continue to operate under existing structures. In some cases there might be new bi-lateral trading arrangements made, but the UK is likely to find the terms of these arrangements dictated by the major players (the US, China and the EU). My view is that trade within the EU will erode slowly but not dramatically. Most trade is linked to well-defined economic networks based on historic investment patterns. These won’t change fast. Eventually the UK will find that some of its natural trade is replaced by companies better situated within the EU system.

How might Brexit impact upon the international reputation of British brands (such as Virgin, Burberry or Dyson)?

I doubt if there will be any impact at all. These firms have built up their brand equity over a long time. Nothing about Brexit changes that. The British Empire fell very quickly but did not influence the value of most British brands. What did damage them — eg Jaguar, Rover, Leyland — was low quality and poor worker and capital productivity. Nothing about Brexit would imply that such complacency would arise again.
Since then there have been two other revolutions which have further transformed the way we live and work. The second, in the early 20th century, used electricity to create mass production and the third focused on IT, electronics and advanced automotive production. We are now undergoing a new and fourth Industrial Revolution. This has continued to embrace advanced and emerging technologies, such as the Internet of Things, autonomous vehicles, 3D printing, nanotechnology, quantum computing, biotechnology, Artificial Intelligence and so on.

With this current revolution we have already experienced some positive developments, such as an increase in the efficiency of buying online, remote flexible working, decreasing costs of the supply chain and increasing global income levels. On the flip side, according to the World Economic Forum, this business model is affecting all industries, resulting in major disruptions to labour markets. This could lead to 7.1 million job losses due to the impact of massive automation with the greatest impact on white-collar office and administrative roles.

There will, however, be jobs in five years that don’t exist today. It is estimated that there will be 2.1 million new roles in the Computer, Mathematical, Architecture and Engineering sectors. According to Klaus Schwab, Founder and Executive Chairman of the World Economic Forum “without urgent and targeted action now to manage the near-term transition and build a workforce with futureproof skills, governments will have to cope with ever-growing unemployment and inequality, and businesses with a shrinking consumer base.”

How could this affect you?
As an individual do you have the skills and knowledge needed to adapt to this industrial revolution? If so, pat yourself on the back for now, but don’t be complacent, this revolution is changing so quickly you may have to upskill yourself in six months. If not, it isn’t too late.

Take some time to research the market, speak to experts in these emerging and new technologies and find out what skills are needed both now and in the future.

What should organisations do?
Organisations should also consider the skills and strategy they need to deal with these global developments. What should they do to keep talent and recruit the diverse workforce that is vital for companies to succeed in a rapidly changing market? Creating and investing in a strategic plan for developing staff is vital, and should be a priority now to ensure your organisation is able to successfully compete globally. Consider investing in education and training and development by partnering with education institutes, specialist providers, apprenticeship programmes, online learning, leadership initiatives, and use the new technologies available to help support this.

It is exciting times. If you embrace change and drive it through strategic planning, success can be in your hands.

The Business School’s Executive Education Team has an established track record of expertise, delivering customised and open courses to corporate organisations, public bodies and small businesses across the globe. Develop the right solutions for your business challenges.

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LEEDS A CITY TRANSFORMED

The UK's largest financial and business services sector outside London.

Three major universities, leading art, dance and music colleges and a student population of 80,000.

The UK’s only global internet exchange outside London.

The UK’s largest financial and business services sector outside London.

It is fast becoming the centre for digital excellence.

A successful retail core.

The UK’s largest financial and business services sector outside London.

The newest shopping centre, Victoria Gate, opened in October 2016.

One of the most popular conference destination in the UK, with a business tourism sector worth an estimated £501m to the local economy.

Three major universities, leading art, dance and music colleges and a student population of 80,000.

Over 400,000 people work in Leeds, it is experiencing the highest rate of private sector job growth of any major UK city.

If you graduated in the 70s, 80s, 90s or even the noughties it is possible that you wouldn’t recognise Leeds today. It is a city transformed. The city centre has been rejuvenated and the economic landscape has changed beyond recognition.

Leeds always had the potential to be a leading global city and now that potential is being realised regionally, nationally and internationally.

TRANSFORMATION

The city centre is growing organically towards the South Bank area. South Bank is one of Europe’s largest city centre regeneration initiatives. It provides the opportunity to double the size of the city centre by transforming this area into a distinctive European destination for living, learning, creativity and leisure.

Over £500m investment has been attracted in the last two years and global brand Burberry is moving their manufacturing facility to the South Bank. The proposed arrival of the high speed train line from London (HS2) and Northern Powerhouse Rail creates a unique opportunity to reshape this area, creating a world class transport gateway into Leeds that reflects the city’s ambition.

ARTS, CULTURE AND SPORT

But it’s not all about business. Leeds is home to some major cultural attractions. It is one of just a few cities outside London to have its own opera and ballet companies; Opera North and Northern Ballet. The Tetley, one of the newest art galleries in the city, makes use of the old brewery for which Leeds was once known, nearby the Royal Armouries museum houses one of the most prestigious collections of armoury in Europe.

Leeds is a feature on the international sporting scene too. 2014 saw Leeds stage the grandest of Grand Départs when Yorkshire hosted the first stage of the Tour de France. It was a host city for the Rugby World Cup in 2015 as well as the prestigious Columbia Threadneedle World Tennis Series in 2015, where Leeds’ own Brownlee Brothers took Gold and Silver. This was the last time this was staged in a UK city outside London. It is set to return in 2017.

The opening of the 13,000 seater first direct arena (voted Best New Venue in the World 2014) has seen the city play host to numerous international music artists including Elton John, Bruce Springsteen and Mika with equal success as the BBC Sports Personality of the Year and the MOBO Awards. These achievements will help Leeds with its bid to become European Capital of Culture in 2023.

TIME TO COME BACK

Leeds is growing in popularity as a place to visit. In 2015 the city welcomed 26.21m visitors, 5.3% higher than in 2013. So with growing numbers of people taking advantage of such a fabulous city – isn’t it time you came back to see the transformation for yourself?
Getting accepted for a PhD so soon after my Masters was a dream come true. Being an international student, it also meant a very high fee to pay! I applied for various scholarships but wasn't successful. My husband pushed me to register for my PhD. When I didn’t get funding we decided to start our company to pay for it that way. It was his belief in us as a team that persuaded me to take this route. He is a software programmer so we started taking web and IT related projects from clients. I hired people to work for us and quickly the company gained momentum. I was able to pay for my full PhD fee through our company.

My time at Leeds was a learning experience. In addition to studying and running the business, I was also working as a Teaching Assistant at the University. Intelligent time management became a necessity. I particularly remember a training session organised for PhD students. The tutor read over ‘Ithaka’ by CP Cavafy. I think Leeds and the process of my PhD has been my ‘journey to Ithaka’. I learned a lot through my experiences and it has really made me and shaped me as an entrepreneur, and as a person.

I am now the Co-Founder and CEO of two IT companies – Out of Box Ltd, which I set-up in the UK in 2009 and The Code It Company which I set up in Pakistan in 2014. We offer IT, web, mobile and digital marketing solutions to clients across the world. We have worked with some of the big names such as Wiley, Intel, UCL, NHS, Slack and Tesla to name a few.

One of the biggest challenges I faced was setting up my business in Pakistan. I had been away for seven years and it was a challenge to adapt to an entirely new business environment. Ground realities in Pakistan were in stark contrast with the HR theories I had studied and the work patterns that I was familiar with in the UK. However, over time I developed an understanding of cultural sensibilities and local work environment, which has helped me to overcome this hurdle.

I was a finalist in the 2016 British Council Education UK Alumni Awards for entrepreneurship, celebrating outstanding achievements of the UK’s international alumni. It really flagged up my contribution in the industry and I received a lot of recognition from that. I consider it a success to provide equal opportunities and a working environment suited to local professionals. We have employees who are deaf and mute, as well as single mothers and students who work part-time (which is not very common for Pakistan).

In the future I would really like to focus on providing more opportunities for people to work and utilise their skills to the fullest. We are working on several innovative websites and mobile apps that we think are going to help provide a platform to those who really need it. My aim is to make my contribution to society and help make a difference in whichever way I can.

Earning a PhD and running my business has really broken all the norms – and I have paved the way for other girls in my family to do the same. I take immense pride in the fact that I was able to achieve my father’s dream.
David Fox (Economics 1970)
After working for a period of time marketing for Lucas-COV, Fiat and Unilever, At Urdu University, I ran the sports marketing team. My role was to work with different teams and departments to create comprehensive results and provide an excellent service for our clients.

TV graphics for global events, organise sports partnerships and attend with TV equipment for Unilever. This role involved managing the relations with the Bombay, Allahabad, and Macau. In 1995 I moved to the Urdu University to work as a marketing assistant. I am now happily retired and living in London.

Ponzi, although I occasionally rush Rugby League on a weekend and the USA in my spare time.

Shahzad Kapadia
(Management Studies 1983)
Since joining Hyatt Regency Delhi, I have been engaged in programmes supporting the Nigerian government to promote tourism in the country. I work with small-holders in various farming activities. This is aimed at improving quality food supply as well as producing netted commodities for export. My activities help to support food security for rural farmers displaced as a result of the insurgency in the North-Eastern part of Nigeria.

Lincoln Porter (Economic (Industrial Studies 1978)
joined a training group to attend seminars in May 2010 for after graduation. For 20 years the University of Technology, Jamaica. I returned to Jamaica to take up a teaching position at the University of Technology, Jamaica. I joined the British Council as an Education UK Promotion Officer in 2009 and currently manage study abroad programmes with the Asia Pacific United Nations University New Blood Fellowship to pursue my masters at the University of California-Davis. My experience at Leeds has been a huge personal achievement and I successfully connected a Leeds primary school with small and medium sized companies in Vietnam to increase the portfolio of products and services. I am currently working with small and medium sized companies in Vietnam to increase the portfolio of products and services. I am also collaborating with a Leeds based digital marketing agency with my friends back in Slovakia (you can check us out here: bebold.sk). I am also collaborating with a Leeds based marketing agency, to see what I can contribute to improve marketing skills I'd developed in a real business environment. Now I am ready to move on and stand on my own – I am currently launching a pioneering digital marketing agency in Leeds. I am also collaborating with a Leeds based digital marketing agency, to see what I can contribute to improve marketing skills I'd developed in a real business environment. Now I am ready to move on and stand on my own – I am currently launching a pioneering digital marketing agency in Leeds. The MBA boosted my confidence in international companies. I have also benefited from training with the Institute of Global Digital Marketing and hold a Professional Certificate in Social Media Strategy.

Xiaomin Guo
(MSc Financial Risk Management 2013)
After graduation I returned to China and joined a graduate training program with a major bank in Guangzhou. In 2015 I completed three months in the Edinburgh office. This made me appreciate the journey I had at Leeds and how real the world I am.

Zhin Feng (Financial Economics 2012)
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Nada Bader
(PhD 1999)
My time in Leeds is the one experience I am proud of. After graduation I worked at the British Council as an Education UK Promotion Officer in 2009 and currently manage study abroad programmes with the Asia Pacific United Nations University New Blood Fellowship to pursue my masters at the University of California-Davis. My experience at Leeds has been a huge personal achievement and I successfully connected a Leeds primary school with small and medium sized companies in Vietnam to increase the portfolio of products and services. I am currently working with small and medium sized companies in Vietnam to increase the portfolio of products and services. I am also collaborating with a Leeds based digital marketing agency, to see what I can contribute to improve marketing skills I'd developed in a real business environment. Now I am ready to move on and stand on my own – I am currently launching a pioneering digital marketing agency in Leeds. The MBA boosted my confidence in international companies. I have also benefited from training with the Institute of Global Digital Marketing and hold a Professional Certificate in Social Media Strategy.

Ben Mutu
(MBA 2011)
My time in Leeds is the experience I am proud of. After graduation I worked at the British Council as an Education UK Promotion Officer in 2009 and currently manage study abroad programmes with the Asia Pacific United Nations University New Blood Fellowship to pursue my masters at the University of California-Davis. My experience at Leeds has been a huge personal achievement and I successfully connected a Leeds primary school with small and medium sized companies in Vietnam to increase the portfolio of products and services. I am currently working with small and medium sized companies in Vietnam to increase the portfolio of products and services. I am also collaborating with a Leeds based digital marketing agency, to see what I can contribute to improve marketing skills I'd developed in a real business environment. Now I am ready to move on and stand on my own – I am currently launching a pioneering digital marketing agency in Leeds. The MBA boosted my confidence in international companies. I have also benefited from training with the Institute of Global Digital Marketing and hold a Professional Certificate in Social Media Strategy.

Joey Kong
(MBA 2014)
My experiences at Leeds have been huge and greatly helped me in the strategy that I followed to start my own business. After my dissertation I relocated to Leeds. The MBA boosted my confidence in my career. I was recently offered a promotion after attending a marketing course in the University of Leeds City Centre. I have progressed through the marketing courses on a daily basis, and in my current role, I am managing the marketing team. I have had the opportunity to develop a marketing strategy and to maintain relationships with international companies. I have also benefited from training with the Institute of Global Digital Marketing and hold a Professional Certificate in Social Media Strategy.

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In 2016 over 400 alumni attended events online and across the globe.

Over the last 12 months 131 alumni attended an event for the first time.

In 2016 we had alumni events in 18 different cities.

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