

Network

www.leeds.ac.uk/lubs/alumni

The Business of Sport

- **Sports Sponsorship**
How to acquire & retain it
- **Player Performance**
- **Valuable Information**
Evidence from the UK football industry
- **Beijing 2008**
One World, One Dream



LEEDS UNIVERSITY
BUSINESS SCHOOL

Do you
take your
personal
development
as seriously
as we do?

Contact us:
+44 (0)113 343 2610
mba@lubs.leeds.ac.uk
www.leeds.ac.uk/lubs/mba



The Leeds MBA: **Move Forward**

Alumni Service

The LUBS Alumni service reconnects alumni with the school and each other. Membership is free.

Just some of the things available to alumni are:

- On-line networking database of alumni (once registered)
- Access to the ABI Global database (once registered)
- Discussion boards (once registered)
- Newsletters (by email and on-line once registered)
- News and Events
- Job Information
- Information on University Services (library, careers etc)

Getting in touch

Email: alumni@lubs.leeds.ac.uk

Phone: +44 (0)113 343 1808

Post: Alumni Office, LUBS, University of Leeds, Leeds, LS2 9JT, UK

<http://www.leeds.ac.uk/lubs/alumni>



CONTENTS

Dear alumni

Welcome to the first edition of the LUBS' alumni magazine. The theme of this issue is business and sport. Sport is a worldwide interest and excites particular passions. But what are the business aspects of sport? This issue covers a wide range of issues from sponsorship to share prices, starting up a business to valuing players' performances. Sport is big business, becoming more hard-nosed, commercial and analytical to ensure maximum returns for shareholders.

With the forthcoming Olympics in Beijing (2008) and the increasing power of the Chinese economy, we also take a look at what prospects there are for companies in China and the way to conduct business there in order to maximise these opportunities. Turn to page four to read more. Leeds has a strong reputation in China. We currently have six Chinese members of academic staff and an increasing number of Chinese alumni. Successful alumni reunions have recently taken place in Shanghai and Beijing (see page 18).

International Business is one of LUBS' main strengths (we're one of the top institutions in the world in this area). The School has recently set up a dedicated India centre to go along side our China centre, thereby strengthening our research interests in the Asian area. The centre, headed by Dr Malcolm Chapman and Dr Nicolas Forsans, forms part of CIBUL (Centre for International Business, University of Leeds), which celebrates its 10th anniversary in September. There will be a formal opening and launch in 2006. In addition, the Indian High Commissioner will be visiting the School in the next few months.

Looking forward to 2006, LUBS will continue to grow and develop. Projects are underway with the Medical School, Engineering, Mathematics and East Asian Studies to offer new programmes and research. A new building is planned for 2007 which will allow the school to develop its executive education provision as well as provide space for start-up companies.

I do hope you will continue to keep in touch with the School.

With very best wishes



Professor Andrew Lock
Dean



School News 2
Who? what? when? where?...

China: One World One Dream 6
Growing importance in the global economy of this economic giant.

Valuable Evidence 7
Applying event study methodology in the UK Football Industry.

Are they your type? 8
Acquiring & retaining football shirt sponsorship partners.

Ruth Hooper 10
"I fell in love with the city..."

WeLoveSnow.com 10
Setting up a ski & snowboarding business in Japan.

Applying Moneyball to Football 12
The science of valuing football players

Alumni Careers Service 14

Book Reviews 15
'Creative Business Presentations'
'The Top Consultant'

Forthcoming Events 16
What's going on in your area

Class Notes 17

The views of the authors are not necessarily those of LUBS.
Editor Anna Wellard
Alumni Relations Manager
Designed by FDA 01484 861611
Printed by Steffprint



Planning for Emergencies

The Cabinet Office Emergency Planning College (EPC) and Leeds University Business School have announced a ground-breaking partnership that will directly contribute to improving the nation's resilience to emergencies and disasters through the delivery of high quality training and education.

As part of the collaboration, LUBS' Work-Based Learning Unit staff played host to a range of staff from Course Directors to Administrators from the College on Thursday 4 August.

The EPC staff were given a flavour of the history of the University and the Business School with guided tours to match, and lunchtime provided a useful opportunity for people to network with University staff.

Ken Lawson, Director of Training & Doctrine expressed how successful the day had been for the EPC: 'There have already been many favourable, positive and forward-looking comments. It is important for all of us to be exposed to the words, terminologies and implications of a new way of learning'.

Professor Andrew Lock, Dean of Leeds University Business School, said: 'We regard the collaboration with the Emergency Planning College as a major opportunity to increase our outreach and to have a greater positive impact on people's careers and on national priorities.'

There is another visit from the College organised for Friday 26 August. For more details see www.epcollege.gov.uk



Summer school

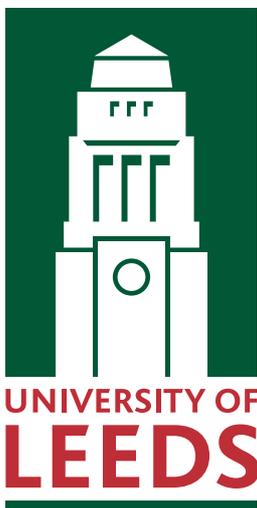
Teenagers were offered a unique opportunity to experience student life at a summer school hosted by Leeds University Business School at the start of July 2005.

Dr Karl Shutes, of Leeds University Business School said, 'This summer school gives the participants a great opportunity to get a taste for University life. While this event is one of a number taking place across the country, it's the only one focused on business. Our hope is that a significant number of these students will investigate business-related subjects at university.'

The teenagers studied all elements of business, such as accounting, economics, management and marketing. They also took part in a range of evening activities, including team-building exercises with representatives from the Army, salsa dancing, a theatre trip to the West Yorkshire Playhouse and a University Ball.

Dr Shutes added, 'This is the second year running that the Business School has run the summer event and we are delighted with the level of interest shown by schools. We are keen to re-run the event next year and would welcome interest from any sponsors willing to help with funding.'

The UK Government has set a target that by the year 2010, 50 per cent of those aged between 18 and 30 in the UK should have the opportunity to benefit from higher education. Aimhigher is a national programme which aims to widen participation in higher education by raising the aspirations and developing the abilities of young people from under-represented groups. Jointly funded by the Higher Education Funding Council for England (HEFCE) and the Department for Education and Skills (DfES), the Aimhigher programme operates across nine regional partnerships and 45 area partnerships throughout England.



A changing look

As you may already be aware, the University of Leeds has changed its corporate logo. Gone is the old familiar circle design of crest and stars – in its place is an instantly recognisable image of the Parkinson Tower, in university colours.

The Business School, which benefits from comparatively strong global brand recognition, is currently considering how best to tie in with the new corporate image, whilst maintaining its own identity. We'll keep you informed of the outcome of these discussions.

North East Doctoral Conference

Leeds University Business School has organised and hosted a two-day Doctoral Conference, for students doing PhDs, on behalf of the North East Doctoral Training Network. The Network is made up of the Business Schools of the Universities of Bradford, Durham, Edinburgh, Hull, Leeds, Sheffield, Newcastle and York and is supported by an ESRC Training Development Activity grant.

The conference which took place in July, was the first of its kind to involve all students in the North East, and was a great success. The event intended to supplement the research training undertaken within the Schools, with advice on managing the doctoral process, managing a research career and getting published. Students also had the opportunity to present papers on their experiences, and discuss their projects within a supportive forum.

Intercalated BSc Health Management

This brand new intercalated programme has been developed in partnership with the Faculty of Medicine & Health Sciences (FMHS). Working together, LUBS and FMHS bring cutting-edge management techniques into the health sector to help students use the resources of their future employing organisations most effectively, both in supporting patient care and in developing their careers. The UK NHS Leadership Centre is a sponsoring partner and NHS professionals will provide input on the practice of health management. Other health sector contributors (including from the private sector) will help students to expand their understanding of health management. The medical school has an established portfolio of intercalated degrees programmes, and this programme complements the existing portfolio by allowing students to combine the education for their profession with an education in management. For further information please contact Barbara Summers, bs@lubs.leeds.ac.uk

Centre for Innovation in Health Management

LUBS is setting up a Centre for Innovation in Health Management as a joint venture with the medical school. Earlier in the month Becky Malby was appointed as Director. Becky has previously worked with the School on the NHS Directors programme, where LUBS was one of the partners.

India Connections

Andrew Lock, Dean of LUBS, recently travelled to India to promote the Business School and University. He visited Delhi, Mumbai, Chennai and Bangalore, where he met with alumni and potential students. He held a reception in Delhi and launched the Chennai chapter of the Indian Alumni Association. Andrew also had meetings with the British Council and was delighted to meet the Acting Deputy High Commissioner in Chennai.

CIBUL is 10!

The Centre for International Business at the University of Leeds (CIBUL) is this year celebrating its tenth anniversary. It has become the top International Business centre in the UK, plausibly in Europe as well. Professor John Dunning, the doyen of British International Business scholars, will be giving a lecture to mark the occasion on 22 September. Alumni are welcome to attend the lecture; if you'd like to come along please e-mail alumni@lubs.leeds.ac.uk for more details.

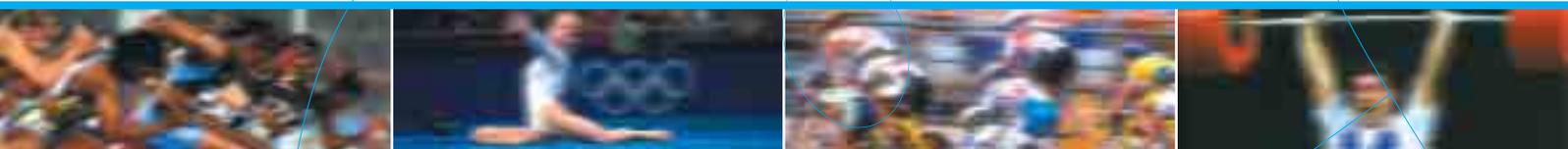
Maths Skills Project

Leeds University Business School has been asked to help recruit British employers to take part in a project to look at the educational pathways in mathematics that young people (in the age range 14 to 19) follow as they finish schooling and take up employment. This project has arisen as a response to a number of reports which have recommended changes to education at 14-19, and in particular to mathematics. The project leaders are particularly interested in the mathematical skills required to carry out tasks in the workplace and whether potential employees have these skills when they approach employers. They are also interested in the extent to which training has to be provided to make up any shortfall which exists. If you'd like to take part in this research please contact Barbara Butler (bb@lubs.leeds.ac.uk) for more information.

New building

Leeds University Business School is planning to expand, with a new building set to open in 2007. Once built, this addition will provide the School with much needed extra teaching and office space. It will be built in close proximity to the main Maurice Keyworth building, on the corner of the Business School playing field, behind the Innovation Centre. More details to follow shortly...





China One World ? One Dream ?

By Adam Cross, Director of the Centre for Chinese Business and Development, University of Leeds

With the Athens Olympics now behind us, the attention of the world's media will undoubtedly turn increasingly towards China and its capital Beijing, the city chosen to host the XXIX Olympiad in 2008, recently branded with the slogan 'One World One Dream'. While the dramatic rate of growth and modernisation of this fascinating country will come as a surprise to many, for a large number of British firms the opportunities and competitive challenges posed by China's ever-deepening integration into the world economy is already a familiar story. Whether it be as a source of low-cost inputs; a place to relocate labour-intensive stages of production; as a market of substantial potential or as a home to increasingly competitive transnational firms, China already features prominently in the strategic thinking of many British firms.

Indeed, the sheer size of China's economy makes it hard to ignore. In 2004, China's nominal GDP was US \$1.843 trillion, the sixth largest in the world (just ahead of Italy which it recently overtook), about 15 per cent the size of the US economy (in first place) and around 83 per cent of that of the UK (in fourth place). Measured on a purchasing power parity (PPP) basis, a better indicator of the relative living standards of countries since it takes account of differences in the strength of local currencies, China in 2004 stood as the second largest economy in the world after the USA. According to official figures, China's economy is also one of the world's fastest growing, currently in the order of eight to ten per cent per annum (though estimates vary). So far, the Chinese government has been successful in managing the transition from a central-planned to market-based economy while maintaining a good degree of social cohesion and stability. Together with a thorough and systematic implementation of China's World Trade Organisation accession terms (by no means a guarantee), this should see an ever greater number of sectors with strong market potential become accessible to British firms.

Perhaps the most striking evidence of China's growing importance in the global economy is its position as a location for foreign direct investment (FDI). Since market reforms began in 1978, China has attracted a growing proportion of annual global FDI flow. In 2003, China received a total inflow of US \$53.3bn, more than any other

economy and taking its stock of FDI to US \$502bn, the fourth largest in the world, behind the USA, UK and Germany.

For the British economy, China represents an important trade partner and destination for outward FDI. The UK is China's third largest European Union trading partner, after Germany and the Netherlands, and the ninth largest trading partner globally. In 2004, UK exports to China totalled £2378mn, mainly in electronic equipment and components, information and communication technologies, precision instruments and minerals. If figures for Hong Kong are included, the UK is now the largest EU investor in China, though it falls someway behind the investment levels of the USA and Japan.

Despite the substantial engagement of British firms with China, the country presents them with particular problems, not least because of its sheer scale and heterogeneity, its business culture and its trading system. For many, China remains a confusing and complex place to do business, and numerous investors have struggled to realise a return on their Chinese investment. Many have been seduced into investing in China, encouraged by a government and Chinese partners eager for foreign capital and technology, enticed by the perceived market potential and rushed by notions of the importance of early mover advantage. Too often, lack of proper preparation in areas like risk assessment, due diligence, partner selection and obtaining expert advice has led to trade



DID YOU KNOW?

disputes, unsatisfactory performance and lost investment (see top ten tips for doing business in China overleaf).

There are many reasons why Chinese operations underperform, not least because of its uncertain business environment. China's legal and regulatory regime is often opaque, inconsistent and at times arbitrary. Of particular concern to foreign firms is China's weak enforcement of intellectual property rights, notwithstanding the corpus of modern legislation now in place to protect patents, trade marks, trade names and copyright. Moreover, remnants of China's planned economy can still be seen. Parts of China's bureaucracy still leans towards the protection of local firms, especially state-owned enterprises, and the understanding of free enterprise, competition and other key elements of a fully functioning market economy is incomplete. Investment that bears little relation to supply and demand conditions is common in China, and this leads to over-production, bottle-necks, bad debt and falling prices in those industries affected. China's population of 1.3 billion means that disposable income levels remain modest nationally, and in per capita terms the country is still poor (annual income levels in the rural areas are around US \$350 per person and in urban areas around US \$1200). Viewed in the round, China remains just a medium-sized market for many firms, albeit, given its large population, one with vast potential. Nonetheless, in particular areas, most notably in the rapidly developing coastal provinces, markets of comparable size to those of the industrialised countries can certainly be found.

Notwithstanding concerns like these, the Beijing Olympics presents many business opportunities for British firms, especially as sub-contract suppliers. Twenty new sports facilities are to be built, including the central area, the Olympic Green, where around half of the thirty-seven competition venues will be located.

Some US \$1.3bn is to be spent on building Olympic-standard stadiums, a further US \$10.8bn or so on transportation networks and some US \$1.8bn on technical infrastructure work. A green belt around the entire metropolitan area is to be created, two new ring roads are being added, Beijing Capital International Airport is being upgraded, 132 kilometres of new underground lines and a light rail transit system will be built and several museums and other tourist attractions are to be renovated. The Beijing Olympic Organising Committee (BOCOG) is also keen to address Beijing's notoriously poor air and water quality and some US \$7bn is reportedly to be spent on reducing auto and coal-burning boiler emissions and other pollutants by ten per cent and to promote the use of renewable and recyclable materials in the Games' main buildings, temporary facilities and affiliated services. The iron and steel giant, Shougang Group, a major polluter, will be physically moved away from the capital, while a new generation of clean natural gas (CNG) and liquid petroleum gas (LPG) powered buses and taxis will be introduced to Beijing's streets over the next two years. In June 2005, Xinhua state news agency reported that in total some US \$39bn will be spent on infrastructure work in preparation for the Games.

While BOCOG are keen to ensure maximum local involvement in these projects, foreign suppliers with specialist knowledge, skills, products and services are still being sought, especially in service sectors like law, banking and finance, architecture and management consulting where British firms hold a competitive advantage. The Beijing Olympics and the Asia Games which will be held in Guangzhou in 2010 means that British suppliers of high quality telecommunication systems, electronic control systems, security systems, heating and ventilation equipment, temporary housing, seating, and intelligent transport systems, among many others, both generally and specifically in relation to sports events, will enjoy market opportunities in China for some years to come.

China is the world's most populous country. More people live in Shanghai than in the whole of Australia, although the countries are a similar size

In fact, with a population of 1.3 billion, nearly a quarter of people in the world live in China

Although the celebratory Lion Dance has been popular since ancient times, lions are not native to China

2005 is the Year of the Rooster

The Chinese were the first to make kites, use rudders and cast iron

As well as Mandarin and Cantonese there are hundreds of lively variant dialects spoken in China

MBA Student Anupama Joseph catches up on the international business news





10 tips for doing business in China...

- 1 Carefully consider contract terms.** Frequent changes to China's legal and regulatory environment and the pace of economic change in China means that all reasonable contingencies should be allowed for in any contracts concluded with Chinese companies. Terms like payment and performance requirements should be clearly specified. Firms should question the claims of Chinese partners and their legal teams, and local or provincial government officials should not be presumed to have the authority to give permits and permissions. A healthy degree of scepticism should be retained, along with a good lawyer, when doing business in China.
- 2 Have a sound business plan.** Profitability of an investment or trade arrangement in China should be based on sound economic criteria and not be prejudiced by misconceptions about China's potential. Firms should not rely on promises of subsidies, incentives or special permissions to generate profit. If such incentives are assured, care should be taken to make certain that those who promise them have the authority to do so. Early profits should not be sacrificed for long-term potential: as with most high growth economies, uncertainty in China means that profitability should be a short – not a long-term – objective.
- 3 Know your partner.** As elsewhere, a due diligence evaluation of potential business partners is essential in China. Checks should be made about the authority of any prospective partner to make decisions, whether partners are willing and legally able to comply with the terms of the agreement, and what the fall-back position is should partners default on payments.
- 4 Know the law.** Firms should be wary of any assurances that national laws and regulations will not apply or can be avoided. Regulations in China can be suddenly applied, sometimes retroactively. Because Chinese courts may not always offer clear, consistent and fair settlement to a dispute, mediation and arbitration can be more effective solutions.
- 5 Look for problems before they arise.** Firms should do some worst-case scenario planning to anticipate possible problem areas, and devise strategies to cope with them. Milestones and exit routes should be put in place. Reliable and independent sources should be used to identify possible sources of risk. In particular, China should not be considered a special case: if a proposed project is risky by any standard measure, it should be abandoned.
- 6 Develop good relationships.** In China, personal relationships (guanxi) are very important. Chinese partners may not be entirely open about problems or potential problems if they feel this may negatively affect the relationship. Time should be taken to nurture relationships with partners and with government officials at local, provincial and national levels: these will become invaluable should problems arise.
- 7 Be a good communicator.** Firms should take care to establish good lines of communication with Chinese partners and use them regularly. Training and technical assistance should be provided, in-country or overseas. The finances of the Chinese business should be closely monitored and action quickly taken if anomalies are spotted. A 'hands on' rather than a detached approach works best in China.
- 8 Expect intense competition.** Many Chinese firms, especially state-owned firms, enjoy low costs of capital while others are cost leaders because of low factor input costs (especially of labour). Many Chinese brands are already strong, and others are quickly becoming stronger. Indigenous technological capability is also improving rapidly, especially in mass manufacturing, while competition from foreign companies is also intensifying following WTO accession. All this means that competition on price is severe in China and should be planned for.
- 9 Payment conditions.** Firms should take care to determine how, when and in what currency payment will be made. If in foreign currency, firms should check that profits can be converted and funds transferred. Taxation implications should be understood.
- 10 Intellectual property rights.** Piracy and counterfeiting is endemic in China. At a minimum, firms should register trademarks with the State Administration of Industry and Commerce and patents with the State Intellectual Property Organisation. More importantly, markets in China (and abroad) must be monitored regularly for acts of infringement and the necessary legal advice sought if they are found.



Valuable INFORMATION



Evidence from the UK Football Industry by Erik Lossius MBA (2003)



I spent several months studying the effect of the stockmarket and UK football clubs. Event study methodology has been frequently used to assess the stock market's reaction to specific events. The methodology is traditionally used to test for abnormal returns around the time of an event, thereby making inferences about the significance of the event. The methodology does, however, rely on several assumptions and research design issues, and many event studies do not pay sufficient attention to these issues.

Event study methodology was used to identify days with abnormal returns in the share prices of UK football clubs. In order to avoid some of the design challenges of traditional event studies, the study used a different approach. Instead of looking at the significance of specific events, the problem was turned around by first identifying days when the share prices yielded significant abnormal returns. These value events were then explained by searching for the news events that caused the movements in the share prices. In this sense, the study applied the methodology in the opposite direction of traditional event studies. Value events are used to identify news events rather than the opposite.

Daily share prices were collected for all clubs, and abnormal returns estimated as the difference between actual and normal return. Three different methods were used to estimate normal returns; the mean adjusted return model, the market model and a multifactor model. The study defines significant abnormal returns as abnormal returns that depart more than five standard deviations from the distribution mean of the abnormal returns. In total, 99 observations of significant abnormal returns were identified. The value events causing the abnormal returns are identified and grouped as match results, stock market announcements and other news.

Applied on the football industry, the approach revealed several interesting conclusions. First of all, there appeared to be a strong link between team performance and share price movements. 45% of all value events identified in

the study were associated with the teams' performance on the field. Clubs that were in the relegation zone or in position to be promoted tended to be more sensitive to match results than clubs that were well established at the top of the Premier League. In general, matches of great economic importance yielded higher returns than matches of less importance. Some of the observations also supported the assumption that only unanticipated match outcomes result in excess return.

Stock market announcements and rumours about takeovers could be linked to 36% of the observed days where the share prices yielded significant abnormal returns. Takeover bids and stake building by investors were by far the most important value events when it came to stock market announcements. The share prices however also reacted to major news about the financial performance of the clubs. Other news, such as announcements of player transfers and sponsorship deals, explained only 9% of the value events.

The evidence illustrates the importance of sporting success on the share prices of the football clubs. In general, investors seemed to value the information from the teams' performance on the field higher than ordinary financial information. The methodology applied represents an alternative approach to analysing share price movements, avoiding some of the assumptions and design issues of traditional event study analyses. Though applied to the football industry in this case, the approach should also apply to other industries.

ARE THEY your type?



HOW TO ACQUIRE AND RETAIN FOOTBALL SHIRT SPONSORSHIP PARTNERS

by Dr Simon Chadwick,
Senior Teaching Fellow in Marketing

Sponsorship programmes are currently acknowledged as being Europe's fastest growing form of marketing communication, outstripping spending on advertising, sales promotion, direct marketing and public relations. The largest proportion of this growth is accounted for by sport sponsorships of which football shirt deals, in turn, constitute a significant share. This is surprising given the challenges many perceive football faces in attracting and retaining shirt sponsorship funding. Some sponsors are known to be concerned about the effectiveness of shirt deals with football clubs and have questioned their value for money. Clubs, with an eye on developing revenue streams, have been criticised for underselling the rights to sponsor their shirts, whilst many fans are cynical about sponsor's motives and concerned by the way that some brand names detract from the image of 'their' clubs. Current concerns may yet be exacerbated even further should an agreement be reached to introduce football short sponsorships across Europe.

One of the reasons so many people with a stake in shirt sponsorship deals are unhappy with them is the way in which clubs and sponsors approach the process of acquiring and managing a deal. Too many clubs go looking for the best offer, simply being prepared to work with whoever offers them the most money up front, rather than thinking strategically or in value-added terms about partnering with a sponsoring organisation. As a result, many clubs seem to lurch from one short-term

deal to another, scurrying around at contract renewal time to find someone willing to pay them an attractive fee. But sponsors are no less culpable, particularly those seduced by the apparent appeal of the world's favourite game. The logic seems to be that, with so many people watching football, sponsoring a team shirt must inevitably deliver some benefit. Even in cases where sponsors adopt a more considered approach to relations with a club, they often focus their efforts on trying to measure the effectiveness of a programme, to the exclusion of other more important sponsorship management responsibilities.

A key reason why this situation prevails is the view that sponsorship is effectively little more than a one-off, arm's length transaction. Club and sponsor agree a deal, the sponsor pays a fee and the club signs over the rights for a name and logo to be displayed on the team's kit. Contrast this with, say, Formula One motor racing sponsorships where teams and sponsors work closely together not only to market products and services, but also to develop technical competence. This suggests a football shirt sponsorship could be a far more effective, value-adding activity if those involved were to start thinking about them more strategically or as business-to-business alliances between commercial partners. But the biggest obstacle to such an approach is both parties would actually need to start thinking more carefully about whom to associate with and how their relationship should be managed. Clubs could not simply take the

money and run, and sponsors could not simply sit, safe in the knowledge their name is on a shirt.

This view of sponsorship programmes is one laden with implications. Instead of screening and selecting with whom to sign a contract, clubs and sponsors would need to start thinking in terms of acquiring strategic business partners. The focus for a relationship with them would switch from day-to-day management, and certainly from completely ignoring them as happens in some cases, to the retention of an ally in a valued relationship. Benefits would have to be measured as value-adding relationship outcomes, not increased profit or turnover, and contract termination or renewal would have to be managed more as a process of relationship dissolution. The underlying implication of this approach to sponsorship therefore is that working with the right partner, an organisation to which you are prepared to make a commitment, becomes of paramount importance. This raises two further points: firstly, in order that a commitment to them can be made means understanding who they are, what they do, what they want from a relationship and how both club and sponsor can work together for mutual benefit. Secondly, in working with this partner, a true commitment is represented by a willingness to maintain a relationship with them, taking action and making sacrifices in order to do so, not simply by saying one is committed.

It is within these terms that a study recently undertaken by Leeds University Business School set out to examine the different types of relationship partner with which clubs and sponsors might find themselves associated, and what the implications of this might be for managing the retention of partners. Using a combination of interviews and questionnaires, the research involved both clubs and sponsors from across English football and was completed over a twelve-month period. The main outcome of this process was the identification of the following four different types of organisation:

'Calculators and Commercial's' (eg Lazio with Siemens Mobile)

Commit to a sponsorship deal primarily for reasons of commercial gain; likely to have a more strategic view of sponsorship; actively seek to find an appropriate sponsorship partner; sponsorship partner likely to have similar commercial or organisational values.

'Cynics and Short-Termers'

Commit opportunistically to a sponsorship deal, motivated only by commercial gain; likely to have a short-term view of sponsorship; often move quickly from one sponsorship partner to another; generally reactive, approaching sponsorship partners as they become available; sponsorship partner often has few, if any, links or similarities.

'Carers and Communsals' (eg Wolfsburg and Volkswagen)

Commit to a sponsorship deal for personal reasons or for the benefit of the community, although commercial factors generally still play a part; have a longer-term view of sponsorship, particularly when there are existing links between the sponsorship partners; actively seek sponsorship partners, especially with organisations where there are existing, local or community links; sponsorship partner may or may not have similarities, although could have common location or community profile.

'Innocents and Indifferents'

Not really sure why they have committed to a sponsorship deal, but perceive it as beneficial; likely to have a short-term view of sponsorship; react to an approach from a prospective sponsorship partner; sponsorship partner may not have any particular links or similarities.

Each of these different types is intended to embrace not only the clubs and sponsors found in the English professional leagues, but also those engaged across leagues throughout Europe. It should be noted the types are not necessarily intended to be mutually exclusive, the characteristics displayed by a club or sponsor may overlap between more than one of the types. Rather, the key to understanding each one is that similar types of club and sponsor which work together are likely to have more durable and value adding relations than in cases where there is asymmetry. On this basis, the following advice is offered to clubs and sponsors:

Partner acquisition

When seeking a sponsorship partner, or when negotiating with an existing one, clubs and sponsors should be clear about what they are seeking to achieve through a sponsorship deal and with which type of partner this is likely to happen. In making the decision to engage with a partner, parties should therefore be sure why they have selected a certain type and what this will mean for their relationship.

Partner retention

When working with one of the partner types noted above, clubs and sponsors should be aware that each will necessitate managing a deal in a different way, and that this will require a flexible management approach if the partnership is to be a success.

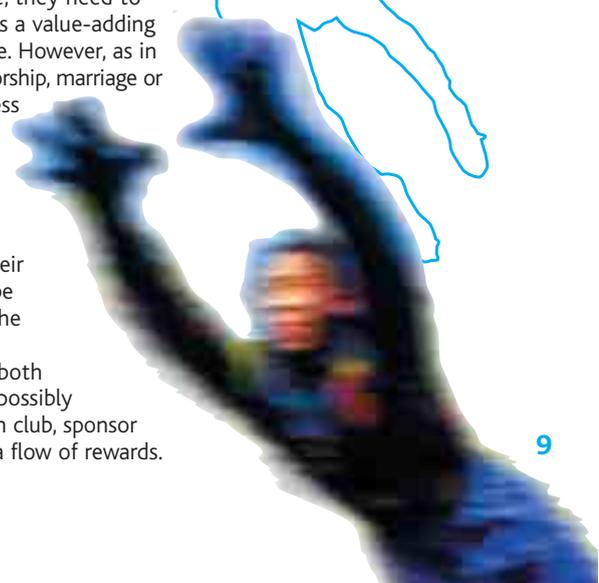
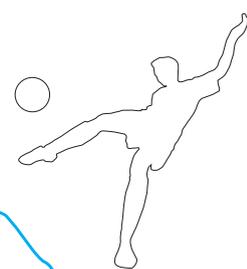
Value generation

Different types of relationship will generate value in different ways for each of the parties involved in the sponsorship deal. Clubs and sponsors should therefore be clear about what their partner is seeking to achieve and accordingly adjust the way they manage the relationship.

Relationship dissolution

All sponsorship deals inevitably come to an end, but the longevity, value and effectiveness of a partnership can be enhanced by clubs and sponsors understanding who their partners are, what they want from the relationship and whether or not they have achieved it.

If football shirt sponsorship is to become a more meaningful strategy through which clubs and sponsors both realise mutual advantage, they need to start seeing their association as a value-adding partnership or strategic alliance. However, as in any form of relationship, sponsorship, marriage or otherwise, durability and success can only be secured if both parties address the process of building and maintaining their relationship thereby making a commit to each other. If clubs and sponsors don't commit, their relationships will continue to be short-lived ones. Commit to the wrong type, and they become disillusioned. Get it right and both are likely to have a reciprocal, possibly long-term association, in which club, sponsor and, by implication, fans reap a flow of rewards.





Alumni Profile

RUTH HOOPER

BA Management Studies (2003)

I graduated from LUBS with a 1st in BA Management Studies with Industrial Placement in 2003. I chose Leeds University because I fell in love with the city when I visited on an Open Day back in 1999. The course didn't vary that much from other universities, but the city was great and the university had a very good reputation.

I am now an account executive at Carat Sport, a small sports marketing agency based in Nottingham, which is part of the aegis media group. The company generates sports sponsorship solutions for clients and their brands, be it an existing property or a bespoke event. It isn't just about 'name tagging' but leveraging the sponsorship through PR, events and other mediums – bringing it to life! As an executive I am responsible for day-to-day running of accounts, although being a small company, I do have some strategic input.

I decided to go into the industry when on work placement at Esso Petroleum in their fuels marketing department. I wasn't sure what career I wanted to pursue, but I knew oil wasn't it! One day I got a piece of paper and wrote down everything that interested me – both academically and personally. Sports marketing just jumped off the page. I then went away and researched the career and loved it. The sports industry is a very popular career choice and I had to work hard to get a foot in the door. I sent my CV to over 200 organisations and spent a year doing administrative roles in a sporting environment. I managed to get an interview for an account executive position through a friend of a friend and the rest is history!

I haven't been in the industry long, but I really enjoy what I do and intend to stay in it for many years. I intend to progress to account manager and account director, working on a variety of clients and a variety of different projects. I encounter situations on a daily basis where I draw on knowledge from my degree. My experiences at LUBS have been invaluable to my career and will probably continue to be so.

At the end of 2004 an old school friend called me up with an idea. He wanted to start up a ski and snowboarding business to encourage tourists to come to Japan and ski and board their way down some of the best powder snow in the world. You would not be blamed for associating Japan more with Sake, Sony and Sushi than skiing and snow. In fact, you might be surprised (I was) to hear that Japan has over 600 ski-resorts, long seasons, snowfalls to make Meribel and Whistler jealous and (due to a long deflationary cycle and a declining domestic market), many relatively cheap ski-holiday possibilities.

Having grabbed my interest and being 'in between' jobs I offered to help out developing business plan and financial projections for the business for a month late in 2004. I had some excellent preparation for this activity in my previous career as a Management Consultant for Accenture. Better still, I had worked with the team that won the Barclay's Annual Business Plan competition at LUBS in the 2002/2003 academic year. I wanted to understand whether the idea was feasible. Was there a strong product? Was there a market? Was the product accessible? Could the idea make money? What were the risks? What were the barriers to starting up? Why wasn't anyone doing this already? How would we create barriers to entry for competitors?

Within hours it became apparent to me that here was an opportunity for the taking. Research revealed a number of very interesting points about Japan. During the infamous days of the bubble economy millions, if not billions of dollars were invested in Japan's ski resorts, which means that there is an impressive ski infrastructure. Thanks to Trans-Siberian weather systems, and a mountainous countryside Japan is one of the snowiest places at sea-



Paul Slater, MBA (2003)

WeLoveSnow.com

level on earth. Contrary to perception, skiing in Japan is relatively cheap at the moment. For example, the price of a lift pass in Japan is almost half of that in America and the price of a beer on the slopes is three times cheaper than in France. Combine this with the fact that the Japanese government is campaigning to double inbound visitors to Japan by 2010, with the legendary hospitality of the Japanese people, and you have a persuasive argument for building a ski business in Japan.

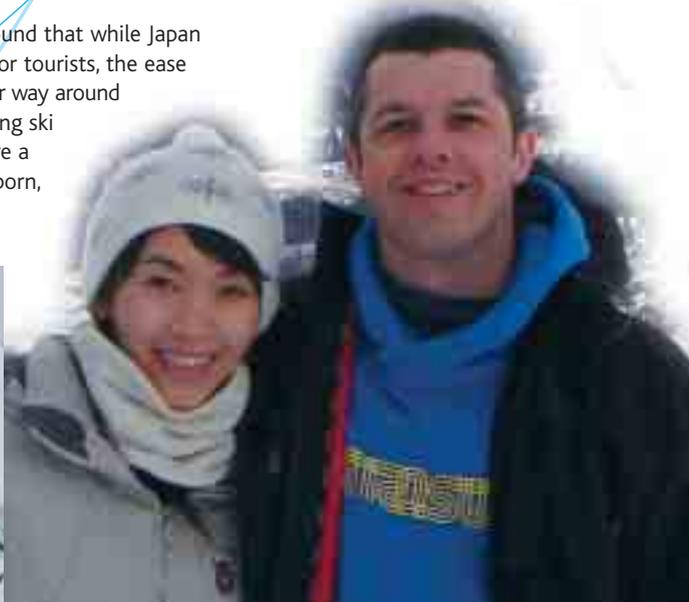
So the product looked to be healthy, but my main concerns were twofold. Firstly, was there an accessible market, beyond the niche snow-seeker, for the product of packaged Japanese ski-holidays? Secondly, was Japan tourist-friendly enough to make a ski holiday feasible? Well, further research indicated exploding ski markets in nearby South Korea and China (where the ski infrastructure is in its infancy), could offer in excess of six million skiers. Flights into the Niigata region of Japan, or Tokyo from South Korea and certain major cities in China, with transfers to the well-developed ski areas around Yuzawa (in Niigata) were available and relatively short. This meant that 'door-to-door' a typical Korean skier living in Seoul for example, could be skiing in Japan in less time than they could at the handful of ski resorts in their own country. Added to world's niche markets of die-hard skiers and boarders, and the long-distance travelling skiers of Oceania looking for a snow holiday in their summer, we thought that there was a reasonably addressable market.

On the second issue we quickly found that while Japan is a safe and friendly destination for tourists, the ease in which a tourist can navigate their way around Japan (from catching a bus, to hiring ski equipment) is limited. This is where a second idea for the business was born,

to help the Japanese tourist industry cater for tourists in a market where the domestic market had been (and still is, even though in decline) the main focus. Hence, **WeLoveSnow.com** provides a 'Tourist Friendly' consulting service to help Japan cater to tourists' diverse needs.

Having done the research and developed a comprehensive business plan, the name WeLoveSnow.com was chosen over a few drinks one night in Tokyo. We courted and secured private investment to start the business and now WeLoveSnow.com has been incorporated, has several employees and is working hard to be ready for this winter's season. Check out our website at www.welovesnow.com

The last thing for me to do was 'test the product' in February while finalising the Operational Plan for the business. I did. I wasn't disappointed! Japan is a place I have grown very fond of, from blistering summer humidity to blustering typhoon, but I like it best when it is snowing. I have skied in Europe, New Zealand, America and Canada but I can honestly say that, for a ski holiday to remember, Japan is the best the world has to offer.

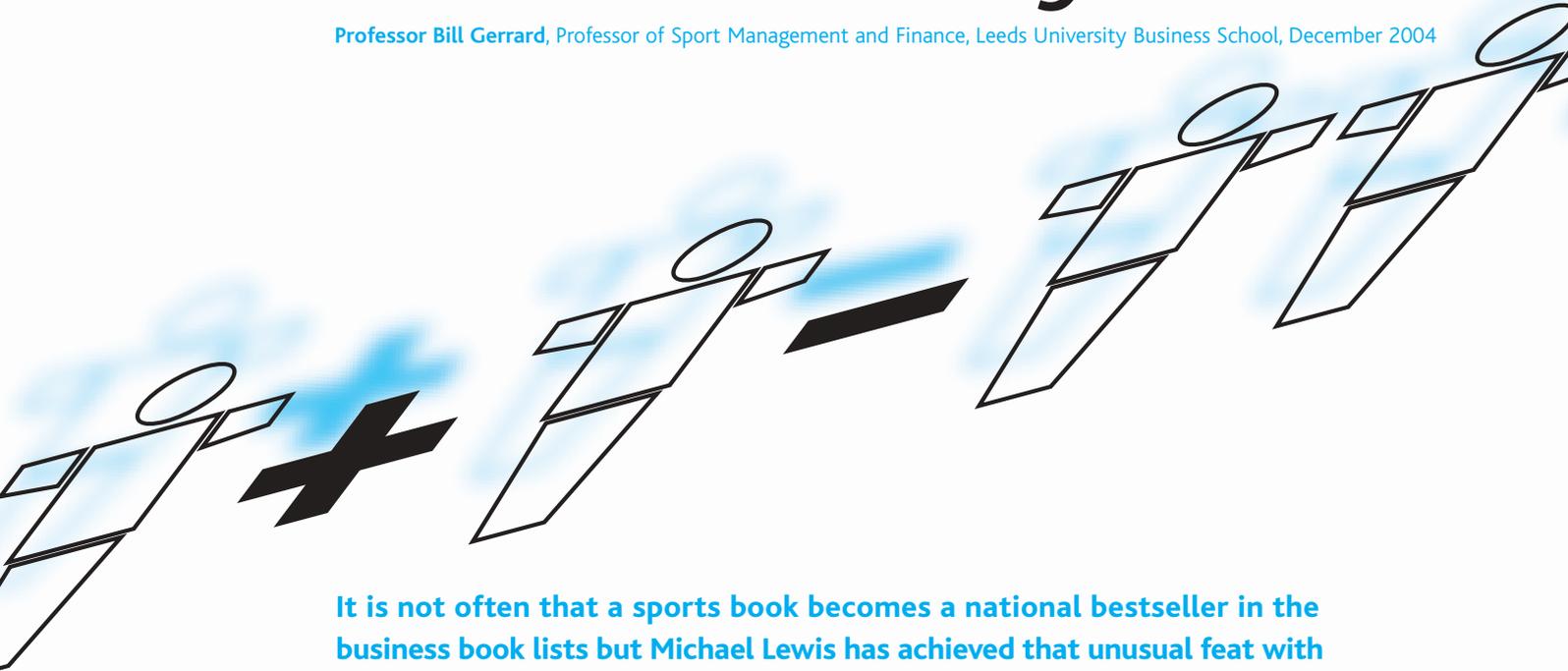


Paul Slater in Japan

Applying Moneyball to Football:

The Science of Valuing Football Players

Professor Bill Gerrard, Professor of Sport Management and Finance, Leeds University Business School, December 2004



It is not often that a sports book becomes a national bestseller in the business book lists but Michael Lewis has achieved that unusual feat with *Moneyball: The Art of Winning an Unfair Game* (Norton, London, 2003).



***Moneyball* has caused as much interest and controversy in American Business Schools as it has at the ballpark. Why? It tells the David-and-Goliath story of how a small-market team, the Oakland A's, is taking on the New York Yankees and the other big-market baseball teams and winning, regularly getting to the post-season play-offs on a player budget only around a quarter of that of the Yankees.**

It's about trying to do things differently to create a sustainable competitive advantage. *Moneyball* is a case study of successful corporate strategy, organisational learning and industry resistance to change, and set in the context of America's traditional pastime. Little wonder that it has had such an appeal to Business Schools.

The central character in *Moneyball* is Billy Beane, the general manager of the Oakland A's. Beane, a former major leaguer himself, is the leader-entrepreneur with the creative vision that the organisation can perform better by making much more extensive use of player performance statistics to assist decisions on player recruitment, team selection and tactics, and player remuneration. Beane tapped into sabermetrics, the statistical study of baseball, which had previously been ignored by the pro-baseball industry as a rather esoteric pursuit of the sport's anoraks. Beane was the first practitioner

to recognise that sabermetrics could provide valuable industry knowledge. For example, he revolutionised his team's approach to recruiting young players, moving away from a reliance on highly subjective qualitative assessments of high-school players to a greater emphasis on the hitting and pitching records of college students. Beane is also a wheeler-dealer, looking to bring in players undervalued by the market and sell them on when they are too valuable to retain.

Applying quantitative analysis to the national pastime on this side of the Atlantic is still in its infancy. My research over the last eight years or so has focused on trying to develop formal techniques for the valuation of sporting intangible assets. Initially I focused on the transfer valuation of football players. Statistical analysis showed that the transfer market is highly systematic, despite public belief to the contrary. The average level



of transfer fees has risen in line with industry revenues, mainly driven by the growth in the value of football TV rights. The differences in transfer fees between individual players are systematically related to the player's age and experience, his appearance rate, his goal-scoring record, international recognition, and the size and divisional status of the buying and selling clubs. The systematic nature of transfer fees is not really surprising. It only reflects the fact that clubs engage in benchmarking. When trying to value players clubs look at the recent transfer deals for similar players and use these as benchmarks. It is an anchor-and-adjustment process common in all types of asset markets.

The academic research on transfer fees led on to the development of a transfer value benchmarking system that has been employed within the football industry for a variety of purposes. A similar approach was applied to benchmarking player wages in the Scottish Premier League. Of course, any benchmarking system has to assume that the general level of valuations (ie the anchor) has been set appropriately by the market. But it is clear in the football industry that the competitive pursuit of sporting success has created a winner's curse, with player wages bid up beyond a financially sustainable level. So the question remains. Is it possible to devise a method for formally calculating the financial value of a football player? Can the *Moneyball* philosophy be imported into the beautiful game to use player performance statistics to formulate 'intelligent' player contracts?

Research on the financial value of players goes back to the early 1970s with pioneering work by Gerald Scully in baseball. The advantage of baseball (and, for that matter, cricket) is that it is a simple bat-and-ball game in which the individual game contributions of players are easily identified and measured by pitching/bowling and hitting/batting statistics with insignificant player interdependency effects. Scully calculated the incremental contribution of each player to their team's overall winning percentage and converted this into a financial value using estimates of the sensitivity of team revenues to the team's sporting performance. Scully's approach provides an important starting point for the application of standard discounted cash flow (DCF) techniques to derive a fundamental valuation of individual players.

The major difficulty of deriving fundamental valuations of football players is that complex 'invasion' team games such as the various forms of football involve a much greater range of player actions, with significant player interdependency effects. These identification, monitoring and attribution difficulties have only recently been resolved thanks to technological advances in computer image recognition that have allowed the commercial development of sophisticated player tracking systems for the various forms of football. In the FA Premier League player performance statistics are provided by ProZone, the market leader in providing player tracking information to clubs, and the Opta Index (part of Sportingstatz) that provides a selection of key player performance statistics and player ratings to the clubs and the media.

Evaluating the financial value of a player's on-the-field contribution draws on both sports science and sports finance. Calculating an individual player's incremental contribution to the team's performance requires the development of a complex statistical model that links the myriad of player actions to goals scored and conceded, and game and tournament outcomes. This hierarchical structural model of player and team performance must then be embedded in a financial model of the club's cash flows before standard DCF techniques can be applied. Of course, the science of player valuation is the relatively easy task. The much more difficult task is the art of developing a practical methodology that Premiership clubs can be persuaded to adopt alongside their existing sporting and financial decision-making tools. As Billy Beane found in baseball, it isn't easy going against conventional industry wisdom but success on the field certainly facilitates the conversion of non-believers. And just as in major league baseball, competitive pressure is forcing the smaller clubs in the English Premiership to become more innovative in finding 'David' strategies to take on the Goliaths in London, Manchester and Liverpool. Bolton Wanderers and Charlton Athletic are showing that it is possible to compete on a relatively tight budget. Sam Allardyce, the Bolton manager, makes extensive use of ProZone as a coaching aid, and employs a sports psychologist as part of his backroom staff of sports scientists. *Moneyball* and the art of applying science to achieve sporting success looks set to intrigue and provoke a whole new readership in Premiership bootrooms and British Business Schools.





Career Management Centre

News from Marc Smelik

A new alliance of business school careers services was launched in January 2004. Carnet – the business schools careers network – is an alliance of careers professionals from 12 top European business schools, including Leeds University Business School.

The group will cooperate on careers and recruitment issues in the MBA market, and is considering an expansion to all business studies postgraduate students next year. The alliance is keen to use its combined expertise and talent to build strong relationships with employers, and provide an opportunity for the Schools to share some of their local employer networks in return for a much wider European network.

A good example of cooperation was the start of a virtual recruitment fair, www.managers2recruit.com. The Leeds MBA participated in the 2004 fair, supported by GE Consumer Finance and Arup Consulting, two of our key partners in Leeds. This fair was focused on MBA students rather than alumni, but we are working on providing similar opportunities to career-changing MBA alumni, as well as other LUBS postgrad alumni. Watch this space for more information.

The Carnet group has also agreed to work together on careers guidance, sharing jobs and best practice. The group has its own website at www.carnet-alliance.org providing discussion forums for member-schools, and acts as a portal for employers and students from the 12 member

schools. The site is in development and we hope it will contain a range of information channels for students and alumni later this year. School membership of Carnet is by invitation only. All member schools are accredited by either EQUIS, AMBA or AACSB.

Career Management Centre On-line

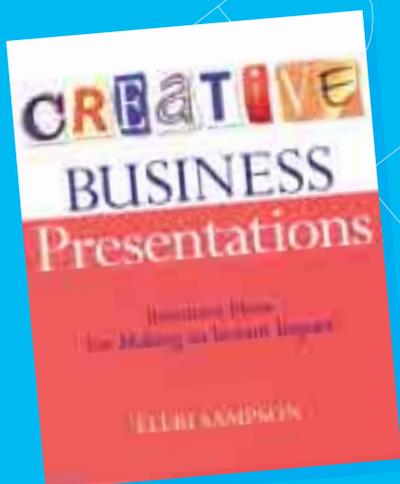
From October 2005, MBA and post-graduate alumni will be able to access the new **Career Management Centre** via the alumni website. This includes access to jobs, announcements of new initiatives and partnerships, Work Permits information, and the new Graduate Profile Book, an online CV book for MBA students. There will also be information for organisations who are keen to develop partnerships with the Leeds MBA, for projects, case studies or employment opportunities. For more information please contact mbacareers@leeds.ac.uk.

Undergraduate alumni can make use of the University's careers centre and its internet-based resources at www.careerweb.leeds.ac.uk

Carnet business schools

- Aston Business School (UK)
- EADA (Spain)
- EDHEC (France)
- Cass Business School (UK)
- Helsinki School of Economics (Finland)
- IAE (Aix-en-Provence, France)
- Lancaster University Management School (UK)
- Leeds University Business School (UK)
- Universiteit Nyenrode (The Netherlands)
- Michael Smurfit Graduate School of Business (Ireland)
- University of Strathclyde Graduate School of Business (UK)
- Vlerick Leuven Gent Management School (Belgium)





Creative Business Presentations: Inventive Ideas for Making an Instant Impact

Eleri Sampson

London: Kogan Page Limited, 2003. 204 pp.

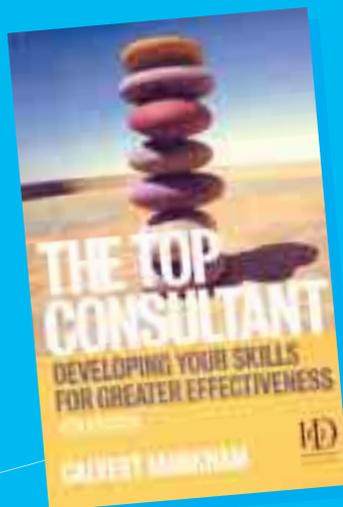
Eleri Sampson has been working as an independent consultant who specialises in personal development. Her client portfolio spans NHS, TESCO and LLOYDS TSB. In addition, in the last eight years, she has successfully helped and coached over 2000 people to reach their full potential and their professional best.

Creative Business Presentations: Inventive Ideas for Making an Instant Impact, gives you an insight on how to stand out with your presentation. Moreover, the book helps you to recognise your strengths, weaknesses and your individual presenting style. Additionally, Sampson gives you wonderful advice on how to overcome presentation anxiety. The book also emphasises such issues as using creative elements, the audience, delivery, the setting and much more.

Creative Business Presentations is easy to read and gives straightforward explanations. Hence, it is not as 'try-dead' as academic presentation skill books; instead it provides you with many tips and tricks in a charming and witty way. However, it should be noted that this book does not compensate for the academic presentation skill books, it only serves as additional reading.

On the whole, *Creative Business Presentations* by Eleri Sampson, gives you a quick, simple overview of how to improve both your presentation skills and the presentation. In addition, the book identifies important key issues on how to prepare for a well structured and impressive presentation.

Jasmina M Bakir, MSc International Marketing Management (2004-2005)



The Top Consultant: Developing Your Skills for Greater Effectiveness

Calvert Markham

4th Edition

This practical book provides a wealth of tips on becoming an effective consultant in whatever field of expertise, including how to ensure you make some money out of it. The process of sales and business development and the process of problem-solving for the client are the two main factors of success in a consultancy business, and much of the book is devoted to this. I'd expect seasoned consultants to have mastered most of these skills, learning the hard way about building client relationships, packaging their experience as a service, and making the practice a profitable one. For them, Markam's comments should still be an interesting read if only to put some structure on their experience. I've worked with a range of consultants in various roles, and feel that many – mainly junior – consultants would have been more effective in winning business and keeping the client happy if they had read this book. It's not to do with intellect and analytical analysis, it's about how to run your own business, using the right approach and reducing the need for 'learning by mistake'. Don't expect a McKinsey's model of complexity on how to do this. This book is practical and down to earth, and would also be a useful addition for any postgraduate student doing project management and consultancy as part of their degree.

Marc Smelik

Book Review Competition

Like what you read in the book reviews? We have copies of each book to give away, kindly donated by Kogan Page. If you'd like a chance to win one please e-mail us on alumni@lubs.leeds.ac.uk with your name, course, year of graduation and the answer to the following question:

The LUBS building was previously the Leeds Grammar School. What did one of the headmasters allegedly use the clock tower for?

- A** – Somewhere to throw things at the students who were late for school
- B** – A place to sunbathe and eat ice cream away from the rest of the staff
- C** – Somewhere he could keep an eye on the cricket scoreboard at Headingley Stadium

Competition closes on Friday 9 December. Winners will be announced in the next edition.



Summer Graduation 2005

After a lot of hard revision and exams, came the celebrations!

Held on Tuesday 19 July, 2005, this year's summer graduation ceremonies were a time for congratulations as students from 19 different nationalities and from across 26 different degree programmes were awarded their degrees.

The new graduates received their certificates at a special ceremony in the University's Great Hall. Later, parents, friends, lecturers and classmates accompanied them to the reception at the Business School for speeches, photos – and of course a celebratory drink.

A high number of students gained first class degrees this year – special congratulations go to them and the 17 prize winners from the undergraduate programmes – in particular to Merav Ben-Gal, Bodil Brumo and Rebecca Mason who won prizes in both 2004 and 2005. We wish all of our graduates well in their forthcoming ventures.

For more information about how to keep in contact with the people you met at Leeds University Business School, please go to our alumni website. Information about future reunions can be found under the 'Groups' section on <http://lubswww.leeds.ac.uk/alumni/index.php?id=71>



Business School China Socials – 2005

Leeds University Business School has a very diverse set of alumni spanning over fifty countries, with active groups in China, India, Australia, North America and Europe. Recently groups in Guangzhou and Shanghai got together and sent us this report.

An afternoon get together was organised by Bryan Lee (graduate with an MSc Management in 2004) at the Tianhe Hotel Western Restaurant, Guangzhou, China, on Saturday 19 March 2005. Over dinner everybody talked a lot about their current jobs and their life now and also relived their memories of the fantastic time they had in Leeds as students.

This was followed on Sunday 17 April 2005 by another get-together in Shanghai this time at Sasha's Bar and Restaurant.

Over 30 Leeds alumni met up for an enjoyable afternoon of drinks and reminiscence. Two-thirds of the alumni were from Leeds University Business School, while other departments represented were East Asian Studies, Communication Studies and Computing.

The event gave old classmates the chance to catch up and chat about their old days at Leeds as well as the transition from West Yorkshire to East China! Everyone also enjoyed the opportunity to meet new people and strengthen their links to the sizeable alumni population in Shanghai. If you are interested in attending, or have a suggestion for a future event in Shanghai please contact tom.owen@chloridepower.com

Malaysia Alumni Group Meeting

Monday 5 September, Leeds University South East Asia Regional Office, Suite 5.3, Level 5, Menara Weld, NO 76 Jalan Raja, Chulan, 50200 Kuala Lumpur, Malaysia at 17:00hrs
For more information email Afif Zamri at ahmadafif@petronas.com.my or see <http://groups.yahoo.com/group/leedsalumnimalaysia/>

Leadership Lecture (AMBA) – Professor Beverley Alimo-Metcalfe

For AMBA members
Wednesday 21 September, 18:00-20:00,
Leeds University Business School
Contact: mboffice@lubs.leeds.ac.uk

CIBUL 10th Anniversary Lecture – Professor John Dunning

Thursday 22 September, 18:00hrs,
Leeds University Business School
Contact: alumni@lubs.leeds.ac.uk

British and Irish Universities Ball

Friday 23 September 2005, Marlowe Hotel, Cambridge MA, USA, 18:00-00:00hrs
The first annual British and Irish Universities Ball will be held in Cambridge, MA – \$110 per person
Contact: Elizabeth Guckenheimer at egucken@caregroup.harvard.edu

Making China's Success Your Success

Thursday 6 October 2005, Weetwood Hall, Leeds
One-day conference and evening networking
– £175 per person
Contact: Julia McCaskill – j.mccaskill@leeds.ac.uk

Business School and Medical School Alumni Golf Day

Wednesday 19 October 2005, 11:30hrs, Pannal Golf Club, Harrogate (to be confirmed)
The day will begin at 11.30hrs and will include a light lunch, 18 holes of golf and a three course dinner – £75 per person
Contact: Julia McCaskill – j.mccaskill@leeds.ac.uk

MA and MSc Open Day

Wednesday 30 November, 13:30hrs,
Leeds University Business School
Interested in our MA and MSc programmes?
This is your chance to find out more
Contact: tpg@lubs.leeds.ac.uk

Winter Graduations

W/c 12 December 2005 – dates to be confirmed,
Leeds University Business School
Time for our graduands to celebrate their graduation and enjoy a reception at LUBS
Contact: alumni@lubs.leeds.ac.uk

Festive Party for MBA Students and Alumni

W/C 12 December 2005 – dates and venue to be confirmed, Leeds MBAs old and new – Come and join the party!
More details to follow
Contact: alumni@lubs.leeds.ac.uk

Toronto

Annual reunion in autumn, details of forthcoming events available at <http://www.leeds.ac.uk/alumni2/canada.htm>

China

Over the past 12 months, Leeds alumni have met up in Shanghai, Beijing and Guangzhou - see photos and future meeting dates here
<http://lubswww.leeds.ac.uk/alumni/index.php?id=71#china>

If you are interested in arranging an event in your city, please email alumni@lubs.leeds.ac.uk and we'll be pleased to help.

1995–96

Rajesh Roy (Generic MBA)

I am joining Oracle as a Consultant from the present company (TCL), for their Oracle Application software (known as the Enterprise Resource Planning Suite (ERP) the 11i. I am a CRM consultant, my domain being in Marketing. The assignment will be focusing on training, development of the product and support for the implementations being done worldwide. I will be currently based in Delhi, India.

2001–02



Jimmy (Kok) EE (MBA Marketing) & Lynn (Ling-Lin) Lee (MBA Marketing)

Jimmy and Lynn got married in March 2005 in Taipei. They send their best wishes to the rest of the MBA class of 2002.

Penny Harrison (Generic MBA)

I am now in charge of Recruitment and Skills Development for an international company with its head office in Rennes, France. Groupe Legris has 3 main activities in the world: Legris SA (instant connectors for fluids), COMAP (fittings for heating and sanitation systems) and SAVOYE (logistics). My role will be looking after recruitment and development internationally.



Anindya Mitra (MBA Marketing)

Hi Friends

I decided to tie the knot by end of 2004 and set the date for my wedding as Tuesday 30 November. I was married to Ujjala in Jamshedpur, India

Dwight Sutherland (MBA International Business)

I am currently the Engineering Services Manager with a cement company in Barbados. Since my return to Barbados I held the post of Materials Manager with the said cement company and am also a part-time lecturer, at Undergraduate level, in International Business with the University of the West Indies.

2002–03

Adrian Blackburn (Generic MBA)

I have just started a new role as a Product Development Manager with UKI Partnerships, part of The Royal Bank of Scotland. UKI are the fifth largest insurer in the UK. The role is to identify and develop new ideas that will help the organisation improve existing products and create new ones. This can be through new technology or through completely new product development.

Graham Caddock (Generic MBA)

I have just become a father for the second time, this time to a girl, born on Monday 1 August. Her name is Charlotte Louise. Mother and child are both well!

Janet Squair (MBA International Business)

I am still working in Berlin, Germany in business development for a clinical research organisation. I am trying to get another job just now and am interviewing with several companies, I hope to get something soon.

Bhavin Savani (Generic MBA)

I would love to get in touch with LUBS alumni in the garment trade overseas and within the UK so that we may start some business relations. My company is in the manufacture and export of readymade garments trading in USA, UK, Europe and Middle East supplying to Zara, Mkone, Slenderella, Estel Austin, Debenhams etc. We deal in ladies' wear, men's wear and children's wear in all kinds of knitted and woven fabrics. Please contact me on bhavin@bhavinintl.com

Paul Slater (Generic MBA)

After finishing the MBA I went back to work for Accenture and managed their bid for one region of the National Programme for IT (NPfIT) at the NHS. This is a programme designed to update the entire NHS IT infrastructure and to manage the associated change. The UK has been split into 5 regions for this programme as it is one of the largest IT initiatives ever undertaken worldwide. Accenture won the 2 regions they bid for. Thereafter I decided to leave Accenture and travelled around the world for 6 months. I returned to the UK this summer where I have been doing some contract work. Currently I am working on a start-up in Japan and working as a consultant.

2003–04

Neil Ainsworth, Ed Hall, Ariston Sutherland, Duke Tanson & Ed Wilkinson (MBA)

Following our MBAs, we set up our business ClickAngel™, launched in June 2005. It aims to bring simplicity and clarity to the new online advertising field of Pay Per Click (PPC) marketing. Further information can be found at www.ClickAngel.co.uk.

Ed Hall (MBA) & Grace (Yan Hong) Gong (MBA)

We got married in the summer of 2005. We went down to Jersey for the ceremony: as you can see from the photos the weather on the day was more Yorkshire than French coast but we made the most of it!!



Matthew Hearne

(MBA Information Management)

I have just started work as a 'Strategy Analyst', working in the Strategic Sourcing team within the UK Finance division of Prudential in London. Last year I ran the Flora London Marathon in just over 4 hours whilst doing extreme ironing. Photos of this event can be found here:

http://www.extremeironing.com/modules.php?set_albumName=album23&op=modload&name=Gallery&file=index&include=view_album.php

Gustavo Meillon (MBA Finance)

Hi dear University of Leeds MBA colleagues, past, present and future ones. A few months have past since my wife and I left Leeds to come back to Mexico City, I was very nervous about what could I offer to a company. What should I do with my brand new MBA? Create my own business maybe? Work for a huge transnational glocal (those who took International Business with Dr. Buckley know what I mean) company? Could be, or just send resumes like crazy and cross my fingers and wait. Well things happened so fast that I still have many questions to answer. I have started working as a Senior Consultant for Salles, Sainz-Grant Thornton SC the branch of Grant Thornton in Mexico. At this moment I am working in a profit improvement, cost reduction, strategic analysis for the biggest entertainment company in Mexico, CIE (www.cie.com.mx) the project started very fast and there was not much time to ask questions. Thank you MBA, everything I learned the past year has helped and I do mean everything. At this time I am working very close to the senior management and CFO of CIE and I feel very confident about the work I am doing. The MBA gave me the tools to be able to work with experienced consultants and be a focused business person. Hope all of you are doing fine and see you at the Library. . . sometime.

Neil Morris (Generic MBA)

I have taken up a position as a manager in Deloitte's Corporate Finance team in Leeds. The role will involve providing lead corporate finance advice to senior management of companies based in the Yorkshire region who may be seeking to undertake transactions including acquisitions, disposals and management buyouts in order to support their corporate-level strategy.

Thomas Munthali (MA Economics and Development)

Fellow Alumni

Just wish you best of luck in your various career areas wherever you are. Having finished my MA (Economics and Development), I have enrolled for a PhD (Economics) programme for the 2004–07 period at the magnificent Leeds University Business School. I wish many of you could take these research challenges and help your various countries in providing basic research skills which I believe are necessary for sustainable economic growth.

Take care and God bless.

Amy Schnitzer (MSc International Marketing Management)

I have recently relocated to Chicago, Illinois, USA after completing my degree.

Send us your news!

If you'd like to include your news in the next edition of the LUBS alumni magazine, please send it to alumni@lubs.leeds.ac.uk Don't forget to include your name, course and year of graduation.

The Leeds Employment Law Programme



Creating a new centre of excellence for
HR and legal practitioners in the north

Interested? Contact us:
Rebecca@lubs.leeds.ac.uk
+44 (0) 113 343 4502

lubswww.leeds.ac.uk/emplaw



School of Law



Leeds University
Business School