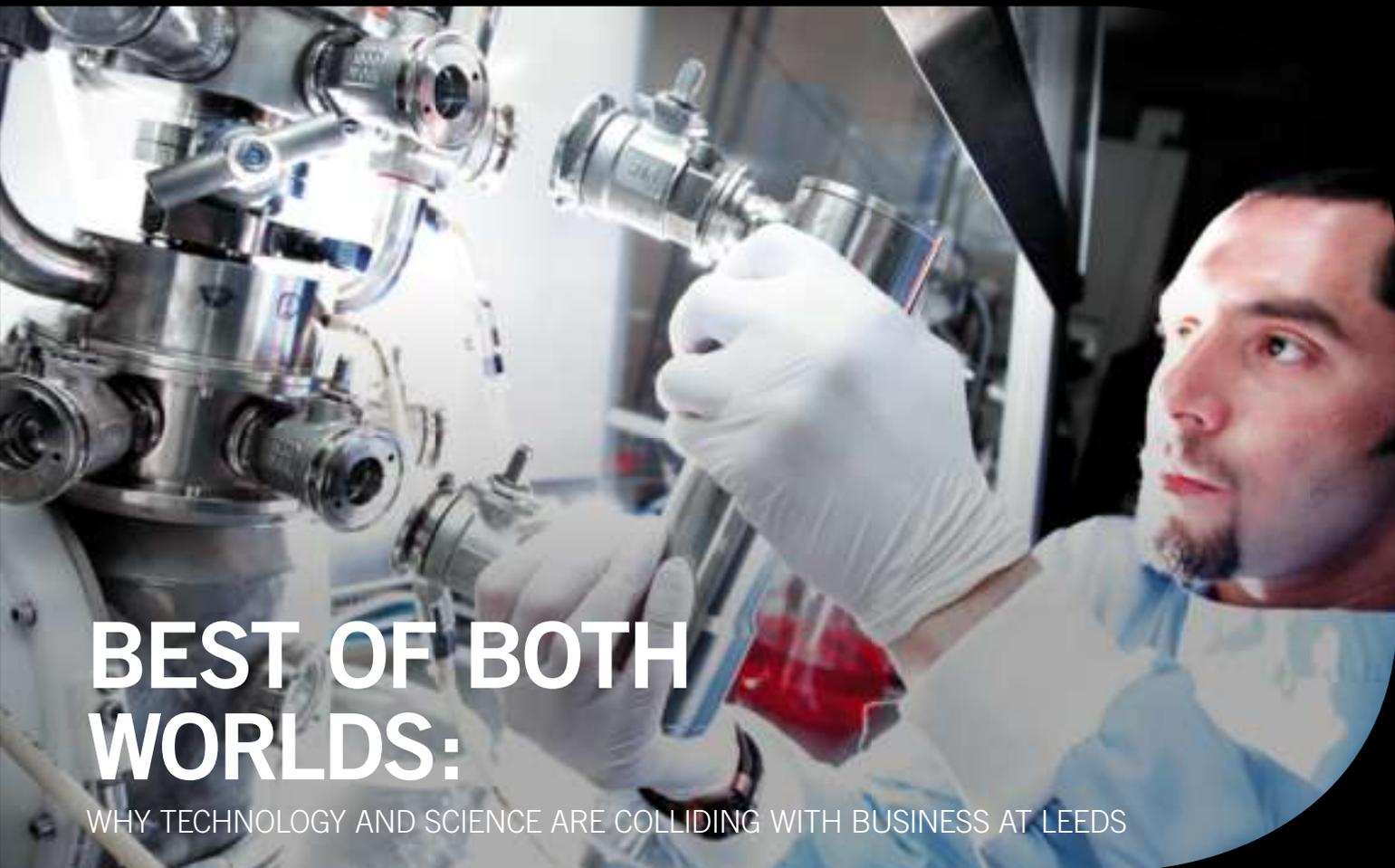


NETWORK

THE **ALUMNI** MAGAZINE OF LEEDS UNIVERSITY BUSINESS SCHOOL

ISSUE 5

www.leeds.ac.uk/lubs/alumni



BEST OF BOTH WORLDS:

WHY TECHNOLOGY AND SCIENCE ARE COLLIDING WITH BUSINESS AT LEEDS

THE CUTTING EDGE ?

Is cutting back on marketing in a recession counter-productive for business?

RESPONDING TO THE GLOBAL DOWNTURN:

Where's hot and where's not

SPOTLIGHT ON IMTIAZ AHMAD:

Carbon Trader at Morgan Stanley



UNIVERSITY OF LEEDS

DISCOVER YOUR POTENTIAL. THEN EXCEED IT.

People from all over the world choose Leeds University Business School for their Masters degree. We are one of the most influential Business Schools in the UK and have received global recognition for the quality of our teaching and research. We are ranked 11th in the UK and 57th in the world's top 100 business schools (Financial Times 2009), hold EQUIS and AMBA accreditation and are in the UK top ten for research (RAE 2008).

So, if you are interested in studying a Masters in Economics, Finance, HR, International Business, Management or Marketing, find out more by visiting www.business.leeds.ac.uk/masters or email masters@lubs.leeds.ac.uk



UNIVERSITY OF LEEDS
Leeds University Business School

10%
discount
available to
all our alumni



10% discount
available
to all our
alumni



GIVE DIRECTION TO YOUR AMBITION.

We've made it our business to develop the leaders of tomorrow. Delivered by highly respected business professionals, the Leeds MBA is ranked as one of the world's top MBA programmes. So, whatever your international management ambitions, we'll provide you with the skills to take your career further.

If you share our passion for being the best, find out more at www.theleedsmba.com



UNIVERSITY OF LEEDS
Leeds University Business School



DEAR ALUMNI

Welcome to the latest issue of the Business School's alumni magazine. As a member of our alumni community you will probably already be aware of some of the School's strengths, including our reputation for high quality research and teaching. What may not be quite so apparent is how over recent years we have developed some distinctive expertise through our collaborative work with engineering, medicine and science, which really does mark us out as different from other schools – nationally and internationally. This approach means we are looking with confidence to the future and you can read more in the lead feature “Best of Both Worlds” on page 10.

As countries throughout the world look to the post-recession environment, it may surprise you to learn that in the not too distant future we are likely to be trading more with Libya and the Ukraine than with France and Germany. That's one of the findings that has emerged from work done by our Centre for International Business and features in “Responding to the Global Downturn” (page 14). For the time being, some UK companies are bucking the trend and thriving during the recession – you can see what can make the difference in “The Cutting Edge?” on page 16. And with a focus on the Gulf (page 6), we explode some of the myths and misconceptions associated with doing business there.

Whoever forms the next UK Government following the 2010 General Election, universities will face some significant challenges with a high likelihood of cuts in spending. The University of Leeds is already taking action to adjust its expenditure to pre-empt the effects of sudden, substantial cuts. However, the Business School depends less on Government funding than some other areas of the University, so such cuts will have less impact here. In the meantime we are maintaining our strategy of continuing to improve the quality of learning and teaching and in the current climate any reductions in expenditure will be targeted to increase efficiency rather than compromise quality.

With that in mind, the School's work continues to grow and I am delighted that student numbers on our MBA programme have again increased. This year we also have more international students than ever, and although the new points based system has made it more difficult to get a visa and come to Leeds, it is testimony to working closely with the Government and on our own procedures that our international student numbers have risen.

As ever, we welcome any comments or suggestions you may have for future issues of ‘Network’ and I hope you enjoy the magazine

Professor Peter Moizer
Dean

CONTENTS

Welcome

Peter Moizer, Dean 3

School News 4



Focus on the Gulf 6

Spotlight on Imtiaz Ahmad,
Carbon Trader with
Morgan Stanley 9

Best of Both Worlds

How technology and
science are colliding with
business at Leeds 10

Responding to the Global

Downturn Where's hot
and where's not..... 14



The Cutting Edge?

Is cutting back on marketing
in recession counter productive
for business?..... 16

Global Talent Centre News

Marc Smelik..... 18

Book review

Publications 19

Alumni Events

What's going on in your area? ... 20

Alumni News Kerrie Hanafin

and Sarah Lisowiec 22

Please note: The views of the authors are not necessarily those of Leeds University Business School.



Network is printed on 80% recycled paper

Editor: Olivia Blythman, Alumni Relations Officer

Correspondence is welcomed and should be addressed to the Editor at:

Leeds University Business School
University of Leeds, Leeds, LS2 9JT
Tel +44 (0)113 343 1808
Email alumni@lubs.leeds.ac.uk
Visit our website <http://business.leeds.ac.uk/nc/alumni/>

Join our Leeds University Business School Alumni groups on Facebook and LinkedIn

SCHOOL NEWS

CONSTRUCTION OF THE NEW LAW BUILDING

The construction of the new Law Building started in September 2009 with the autumn term subjected to some disruption due to building work. Due for completion in January 2011, the new building will help support the Business School's growth, by providing us with the use of a new 100 seat horseshoe shaped lecture theatre (a smaller version of the Yorkshire Bank lecture theatre) and some staff rooms.



Artist's impression of the new Law Building due to be opened 2011

IMPROVING THE HEALTH OF NATIONS

Professor Ian Kirkpatrick is to lead a major programme coordinating research into healthcare management in 19 countries, including many European nations, Australia, Brazil, Canada and the USA. The Centre for Employment Relations Innovation and Change has been awarded €300,000 over 4 years to lead the project, which will also involve the Centre for Innovation in Health Management. The network will co-ordinate new research and share best practice in healthcare organisation and management both within and outside the European Union. Meanwhile a major report from the Centre for Innovation in Health Management (CIHM) has concluded that the NHS has an 'addiction to crisis' and runs most efficiently when under pressure responding to new policies, adverse incidents and deadlines. This will have significant implications as they look to cope with the impending financial squeeze on public services. For a copy of the full report visit www.cihm.leeds.ac.uk and follow the links from the front page.



Professor Ian Kirkpatrick



Image: © OECD

OECD CHIEF TO ADDRESS BUSINESS SCHOOL ALUMNI

Angel Gurría, Secretary-General of the Organisation for Economic Co-operation and Development (OECD), pictured left, will deliver the first Business School alumni lecture in London on Wednesday 3rd March. In "Beyond the Crisis", M. Gurría (MA Economics 1974) will offer his perspectives for the future. Admission is free but places are limited (email by 15th February 2010 to o.blythman@leeds.ac.uk)

WORKING WITH CHANGE

Dr Andrew Robinson has completed a project on Workplace Change and Productivity for the International Labour Office alongside Professor Virginie Perotin and Paris II University's Dr Fathi Fakhfakh. It was presented to the ILO in Geneva in March 2009 and will be published in a book to commemorate the 60th anniversary of ILO Convention 98: Asserting the Right to Organize and Bargain Collectively.

STRIKING GOLD

Advertising and Design Masters students struck gold at the 2009 Institute of Direct Marketing (IDM) Student Competition after they devised a loyalty programme for telecom giant T-Mobile. The team of Chih Yuan Chen, Ayako Nakane and Alison Norden finished ahead of strong competition from over 100 entries in front of a judging panel from sponsors T-Mobile, advertising agency Tullo Marshall Warren and the IDM. In addition to a cash prize and Gold award, there's the real possibility that the team's winning proposals will be put into practice for both pay as you go and monthly contract segments. Tony Aldred supervised the team and praised their approach: "They applied themselves brilliantly to the task and demonstrated both creativity and business insight."



Chih Yuan Chen, Alison Norden, Tony Aldred, Ayako Nakane

CABINET MINISTER VISITS BUSINESS SCHOOL

In the latest in a series of visits from high profile figures in finance, the then Chief Secretary to the Treasury, Yvette Cooper MP, visited the Business School to answer questions from an audience of academics and MBA, postgraduate and undergraduate students. She was accompanied by prospective MEP candidates, in advance of the European Parliament elections. In the past year or so the School has also played host to Chancellor Alistair Darling and representatives of the Bank of England Monetary Policy Committee. At the beginning of June, Mrs Cooper, Labour MP for Pontefract and Castleford, was appointed Secretary of State for Work and Pensions.



Yvette Cooper

WELL DONE

An International Services Marketing class were inspired this year to raise money for a well building charity 'Drink for Life' set up by a Leeds alumnus Umar Bunu from Nigeria. Donations and pledges from the class and their friends have raised enough money to build almost 300 wells which will supply water to 1.5 million people per year - and it all started in a Business School classroom from one student's idea.

BRAND NEW

You may have noticed that the look of your Network magazine has changed. Following a period of consultation and design development, a consistent, distinctive brand identity has been applied to the Business School's website, brochures, e-newsletters, printed materials and reception area. Developed by Leeds based consultancy, Elmwood, the multicoloured parallel line graphic is designed to represent the values of diversity and collaboration. We'd welcome your views on alumni@lubs.leeds.ac.uk

UNDERSTANDING CROWD BEHAVIOURS REPORT COULD SHAPE PLANS FOR 2012 OLYMPICS

Rose Challenger, Professor Chris Clegg and Mark Robinson have written a series of reports commissioned by the Cabinet Office, looking into different types of crowds, their behaviours and ways in which these behaviours can be predicted and simulated. They could have a direct bearing on preparations for the London 2012 Olympic Games. For more information visit the Cabinet Office UK Resilience website www.cabinetoffice.gov.uk/ukresilience.aspx



Olympic Park design during Games time

Image: © ODA

FOCUS ON THE GULF



In this somewhat uncertain economic climate, the Gulf States continue to draw businesses looking for alternative sources of revenue. For many, the area remains a mystery, albeit an attractive one. But there are some common misconceptions about the region. Here we take a look at some of these misconceptions in more detail.

FACT FILE:

- The six countries of the Kingdom of Saudi Arabia, United Arab Emirates, the Kingdom of Bahrain, the Sultanate of Oman, Qatar, and Kuwait comprise the Gulf Co-operation Council, or GCC
- The combined population of these states stands at a little over 40 million
- These countries have their own individual corporate and licensing laws, and in some cases trading restrictions between cities
- It is generally a region with a strong economy based on income from oil. However, it has not been immune from the global recession, as seen by the recent property debt problems in Dubai
- There is a strong ex-pat population throughout the region and the demographics are of a growing and young population with a strong demand for training and education.



TEN MISCONCEPTIONS ABOUT DOING BUSINESS IN THE GULF

1. “You can only do business if you know someone (or you know someone who knows someone) with influence”

As in any area, business relationships, referrals and contacts (or “wasta” - meaning middleman - in Arabic) are important to gain insights and knowledge quickly. Solid, local contacts can help to overcome the difficulty in determining partners for a distributorship, Joint Venture or other collaboration, and reduce the likelihood of early mistakes.

Don't confuse the flexibility, amenability and negotiability afforded by the authorities and other business people in the region with corruption, dishonesty or fraud. You will generally find that people are willing to listen, help and adapt to your needs.

As elsewhere, corruption still sometimes shows itself but on the whole this will not prevent you from managing your business much as you would anywhere in the West.

2. “Arabic is the business language”

On the whole the business language of the region is English. This is especially true in the Gulf countries where the historical ties are with Great Britain (and the West in general) and where there are very large expatriate communities (over 90% of the population of the UAE are expatriates). English is increasingly the chosen business language.

As a region which values individual relationships, it is acknowledged that the use of Arabic remains important in business and can help to establish relationships more quickly. It is common practice for documentation to be drawn up in dual languages where language is of concern.

3. “The rule of law does not exist and you can't rely on the judicial system being impartial”

This is not the case. More and more local disputes are being dealt with in the region (as opposed to being “outsourced” to Western jurisdictions) whether through the Court system or with increasingly popular arbitration and mediation mechanisms through affiliations with bodies such as the London Court of International Arbitration (LCIA).

4. “I should only think about doing business in the Middle East if I am involved in the oil sector or sectors related to oil”

Although oil is the largest contributor to the GDP in the region, Arab rulers and leaders of the Gulf countries, in particular, recognise that oil is finite and that the demand will one day succumb to cleaner fuel alternatives.

In response to this, industries have been created over the years in every sector, including retail, tourism, banking and finance, shipping, manufacturing, healthcare, media and publishing, property and construction, IT and other knowledge based sectors. These are supported by infrastructure and legislation attractive to foreign investment.

“ You will generally find that people are willing to listen, help and adapt to your needs. ”

“The Gulf takes security very seriously and is one of the largest buyers of security and defence equipment from overseas.”

5. “The Middle East as a whole is one large uniform market (rich, Arab and Muslim) and there is no room for market segmentation”

Although Saudi Arabia has the largest GDP of the Gulf countries, the unemployment rate of Saudis as a whole is (unofficially) estimated to be over 20% and for those under the age of 30, over 40%. Wealth is not evenly distributed among the Gulf populations, with a select number of prominent families owning most of this wealth.

Despite the arrival and implementation of “nationalisation” policies, there remain very large expatriate communities. At least 6 million foreign nationals work and live in Saudi Arabia (comprising 23% of its population) and 90% of the population of the UAE are non-Emiratis. The majority of these expatriate workers are low-skilled workers from South East Asia, East Asia and East Africa who are a mixture of Muslims, Hindus and other religions. The communities are also made up of other non-Gulf Arab nationals, Iranians, Europeans and Americans, creating a diverse group of ethnicities and religions.

6. “Women in the Middle East don’t matter”

To put it bluntly, they do. Although the pace of change differs from country to country – Kuwait, for instance, has recently given women the vote while the United Arab Emirates and Saudi Arabia have had women appointed as Government ministers. Two-thirds of Gulf university students are women; married women are increasingly in charge of household income and investment decisions and are accumulating substantial wealth and assets in their own right. There is a growing demographic of unmarried working women with a high disposable income who are an important segment for the retail sector.

7. “The region is unstable and too risky to do business in”

Although there are perceived risks in doing business in the Middle East, these are generally outside the Gulf countries themselves. Nevertheless, the Gulf takes security very seriously and is one of the largest buyers of security and defence equipment from overseas. Although there will always be some hesitance in terms of security (as with many places in the world today), this must be separated from the risks associated with setting up a business elsewhere in the region.

8. “The region is hostile to any form of Western trade or business”

Gulf States have had relationships with the West for many decades. The region engaged and retained Western expertise to exploit its oil resources and the rapid pace of change over the past 30 years has meant that Western know-how remains in demand, in an increasingly diverse range of business sectors.

The Gulf States have also recently been very publicly investing in the West. More and more, Sovereign Wealth Funds and large companies from the Gulf are engaging with and investing in the UK, the US and the rest of Europe. The Abu Dhabi Royal family’s stake in Manchester City Football Club and Saudi Arabia’s SABIC acquisition of GE Plastics, are just a couple of examples

Trade and investment in both directions are substantial and look destined to grow further.

9. “You can’t rely on sustained long term growth”

The credit crunch has had a similar impact on business in the region as in the rest of the world, yet over the years, the Gulf economies have still witnessed growth. However the recent problems in Dubai have been something of a ‘wake up’ call and highlighted the need to avoid investing in over indebted assets.

Nevertheless, continuing and attractive demographic changes (half of the population of the Gulf is under the age of 20) and ongoing deregulation continue to make the Arab world an attractive business opportunity. The region has also proved a resilient base from which to conduct business with the Indian sub-continent, the Far East and the rest of Asia.

10. “I’ve lost out on first mover advantage by now”

The rapid pace of change and development in the Arab world has meant that there have always been extensive opportunities. Although some countries like the UAE are now suffering from the consequences of inflation and overcrowding, the perceived barriers to trading of Saudi Arabia, for instance, mean that businesses can still take first mover advantages.

Do not confuse perceived ease of entry and publicity with the size of opportunity. Although Saudi Arabia is not as well marketed as the UAE (and Dubai in particular), the opportunities available in Saudi Arabia have not yet come close to being properly acknowledged or exploited. This is despite being ranked 30 places higher than the UAE (and even ahead of Sweden, Germany and Switzerland) on the World Bank’s ease of doing business survey.

With thanks to John Enstone & Sherry Sheibani, Faegre & Benson LLP, Hanadi Araik (MA Advertising and Marketing 2002), and Mohammad Al-Othman (BA, Accounting and Management, 2003)



SPOTLIGHT ON:

IMTIAZ AHMAD, Carbon Trader at Morgan Stanley



Imtiaz Ahmad (MBA Business Administration Generic 1997)

What is your career background?

After graduating I began working in the Corporate Treasury team at National Grid Group in project finance and acquisitions, followed by a 2½ year stint at Enron in the energy trading and structuring team until the lights went out there. I worked on structured cross-commodity and renewable deals firstly at American Electric Power then at BHP Billiton in the Netherlands where I also handled equity investments and acquisitions in the energy sector. I moved on to emissions trading in early 2003 and was one of the very first carbon traders in the market. In August 2005 I joined Morgan Stanley in London to build a carbon trading business.

Were your career aspirations expanded by studying at the Business School?

I had an academic background in law before I studied at Leeds. I wanted to gain a knowledge of finance, accounting, corporate finance and capital markets. The Leeds University Business School MBA in finance was certainly useful in taking me in this direction and equipped me with the core skills to understand key financial market concepts.

What have been your main achievements since leaving the Business School?

I received a Point Carbon award as carbon trader of the year at BHP Billiton in 2005. Also I have been profiled in Fortune magazine, the International Herald Tribune, The Wall Street Journal and The Sunday Times in 2007 and was rated as one of the leading traders in the market. I have been honoured to have been appointed to the board of directors of the International Emissions Trading Association and appointed chair of the EU Trading Scheme working groups with a focus on post 2012 markets. I feel both grateful and honoured to have received the recognition and support of industry peers with these positions and awards.

What is your current role?

I am an Executive Director at Morgan Stanley Commodities.

What is a Carbon Trader?

Carbon trading revolves around the European Union Emissions Trading Scheme (EU ETS) whereby electricity generation plant with a capacity greater than 20MW, steel and ferrous metals producers, cement producers, pulp and paper producers, building materials producers

and oil refiners have had their emissions capped and have been allocated allowances up to the cap.

If the installation emits more than the allocated cap they have to buy extra emissions allowances to meet their regulatory obligation or face a steep fine. If installations emit less than their cap then they can sell the surplus credits or carry them forward.

There is an international market in emissions trading under the Kyoto Protocol whereby projects to limit greenhouse gas in other countries that have signed and ratified the Kyoto Protocol can be used, provided that they are implemented in line with UN approved methodologies.

Carbon trading has scope to expand into the US given that President Obama has expressed favour of adopting a Federal Cap and Trade scheme, and the Waxman-Markey Bill has passed the House of Representatives. That would introduce a Federal emissions trading scheme in the US, and the legislation is pending in the US Senate. If the cap and trade system is made law in the US then many market observers expect further such systems to emerge potentially in Canada, Australia, Mexico and South Korea.

What are the best and worst parts of your job?

I enjoy the excitement of closing deals, taking positions, structuring something new, and the innovative aspects, as carbon is still an emerging market with growth potential in terms of both product and geographic scope. The worst parts are that one has to deal with a constant ambiguity as this is a market set up by regulation and politics and this can impact the long term structured deals where visibility is less clear.

What are your career aspirations now?

To pioneer new markets in carbon.

If you could have any other job – what would it be and why?

Never thought about this, maybe one day if I left the carbon markets, I'd like to run my own gym or salsa bar on an exotic beach.

How do you spend your free time?

I take regular classes in salsa and Brazilian dances, and train in Muay Thai, Krav Maga and boxing. I have a passion for Latin languages and have taken regular classes in Brazilian Portuguese, Spanish and Italian.

What's the best piece of advice you can give to Business School alumni?

Plan ahead and be pro active. Think hard about what you want to do and how to position yourself for getting the role you want. Employers are looking for students who have a balanced mix between academic skills and leadership skills, who show evidence of taking initiative, decision making and teamwork. In increasingly international markets language skills always help but are not necessarily essential. You need to think how you can clearly illustrate that you have acquired or demonstrated these skills.

Finally, never lose hope. If you really want to do something, you can achieve it if you remain determined, patient and keep on aiming for your goal.



BEST OF BOTH WORLDS

HOW TECHNOLOGY AND SCIENCE ARE COLLIDING WITH BUSINESS AT LEEDS



The research made headlines all over the world. ‘Doctors: we can keep you young’ screamed the Daily Express. ‘Scientists try to keep centenarians on their toes’ was a marginally more sober assessment from America’s CNN. Journalists as far afield as Australia, Russia, Brazil and the Middle East clamoured for the story.

None of this was particularly surprising. The launch of the ‘50 active years after 50’ research initiative by the University of Leeds’ Institute of Medical and Biological Engineering (IMBE) in October 2009 heralded a new era in the development of medical devices and regenerative therapies to ensure people are as active during their second half century as the first. If all goes to plan, the institute’s work will improve life for billions across the globe.

But what may surprise some is that Leeds University Business School is also a partner in this ground-breaking project. The £10m Leeds Innovation and Knowledge Centre (IKC) in Regenerative Therapies and Devices is part of the initiative and designed to accelerate the innovation processes and commercial exploitation of those healthcare technologies invented at Leeds.

Through the IKC, academic teams from Leeds’ faculties of Engineering, Medicine and Biological Sciences, industry partners, the NHS, commercialisation agencies and regulatory bodies will work closely with the Business School.

Academics in the Management Division are leading the Business School’s involvement, and will look at how innovations transfer from the lab to the patient - and whether this process can be improved to make it more efficient.

Richard Thorpe, Professor of Management Development and Head of the Management Division, is heading up the Business School team which includes academics with research interests

in emergent technologies, creativity in science and entrepreneurship. He believes the range of academic disciplines researched and taught at Leeds was important to the University securing the IKC funding.

He says: “Clearly, there’s a finite number of academic institutions in the UK that have our strength and breadth of academic research, and this sets Leeds apart from most rivals. The IKC brings together academics from across the University, it has clear benefit for society in terms of improving people’s health and well-being. It meets the agenda of academic work having ‘impact.’”

“ Clearly, there’s a finite number of academic institutions in the UK that have our strength and breadth of academic research, and this sets Leeds apart from most rivals. The IKC brings together academics from across the University, it has clear benefit for society in terms of improving people’s health and well-being. It meets the agenda of academic work having ‘impact.’ ”

The Economic and Social Research Council (ESRC) is also funding a Management and Business Development Fellowship and the Engineering and Physical Sciences Research Council (EPSRC) is funding a PhD with Balfour Beatty to work on the project.

The University's membership of the Worldwide Universities Network (WUN) will help widen the University's reach and interest in this area; Pennsylvania State University and the University of Alberta will be involved in creating a global network of knowledge and activity in the area of regenerative therapies and devices.

The IKC is just one of several major projects in the Management Division which collectively, help to mark Leeds University Business School from the pack. Put simply, not all business schools teach the range of subjects on offer at Leeds.

Thorpe says: "Some might think a business school being involved in scientific research is rather unusual. But there's now a critical mass of activity at Leeds in research, teaching and learning in subject areas such as creativity, technology, entrepreneurship, innovation and science."

Thorpe also subscribes to a progressive and more socially-aware philosophy of management which considers how the work relates to - and has impact on - the world.

This 'impact agenda' is becoming increasingly important as funders of universities and academic research look for evidence that the work they are funding is relevant to society and will be of benefit to it.

“Some might think a business school being involved in scientific research is rather unusual. But there's now a critical mass of activity at Leeds in research, teaching and learning in subject areas such as creativity, technology, entrepreneurship, innovation and science.”

"For a long time, some have regarded attending business school as a way for people to tick a box to show they have certain skills and to enhance their earning potential," Thorpe says.

"But a new agenda is developing about how business - and business schools - can contribute to addressing some of the grand challenges facing us all - globalisation, economic prosperity, health and well-being."

The £6m Marie Curie Initial Training Network (ITN) is another major project run from the Management Division with a clear focus on benefiting society.

Dr Krsto Pandza, senior lecturer in manufacturing and technology strategy, is project leader and is looking at how the European Union can realise the full societal and economic benefits from the tens of billions of euros the continent has invested in nanotechnology, biotechnology and information technology.

While European scientists and engineers are at the forefront of efforts to push back the boundaries of knowledge, there are fears that the more agile economies of Asia and the Far East could steal a march by commercialising research more quickly.

Leeds is heading a new international collaborative network of European business schools and industry partners to ensure activity is - where possible - co-ordinated across the continent to give the EU the best possible chance of competing.

The stellar cast of academic institutions includes Erasmus University in Rotterdam, the Helsinki School of Economics, the University of Ljubljana in Slovenia, France's Grenoble Ecole de Management, Madrid's Fundacion Instituto de Empresa and University College Dublin. Fraunhofer, a German public research institute, and Bayer Technology Services are also collaborators.

Each school will receive funding for PhD students, who will follow a collaborative research programme which is co-ordinated across all institutions. Training programmes, summer schools and networking events will contribute to establishing pan-European,

research, training and educational collaborations which are directly relevant to industry.

Dr Pandza says: "This work is designed to build capacity in technological and innovation management in business schools across Europe through collaboration. It's important because business and management competencies are crucial for transferring technology innovations into societal benefits."

Another area of work in the Management Division which departs from the 'traditional' subjects taught in business schools is into the development, use and impact of technology in the workplace.



The work hinges on the dramatic impact that technologies such as wireless internet (Wi-Fi) access have had and will have for the billions of people who are able to access vast quantities of on-line information at the touch of a button, whenever they want. It also looks at the people who don't have access to this technology.

Dr David Allen, senior lecturer in information and knowledge management, and his team look at topics ranging from the emergency services and offshore oil platforms to religious temples and cities next to exploded nuclear reactors.

One project has taken a member of the team to Slavutych, a city in the Ukraine 50km from Chernobyl. The region was rocked by the explosion of the nuclear reactor at Chernobyl in April 1986, which led ultimately to scores of highly-educated, work-orientated people suddenly finding themselves dispossessed and without employment. The Leeds team look at the development of an advanced wireless (WiMax) network for voice and data in the city and assess what impact it has had on enterprise.

Dr Allen says: "We have been working with a spin-out from Lancaster University and the Department of Trade and Industry (DTI) to look at how technology has been deployed and how it's being used. We want to know how they utilise it to support private enterprise and the public sector in a single integrated network." Closer to home, the 'Wireless Cities' project echoes this work, and looks at schemes ranging from assessing how Wi-Fi technology is used in Sikh Temples and Women's Refuges in Preston to how it can be used to help people in a deprived part of Liverpool collect their state benefit more efficiently.

“We have been working with a spin-out from Lancaster University and the Department of Trade and Industry (DTI) to look at how technology has been deployed and how it's being used. We want to know how they utilise it to support private enterprise and the public sector in a single integrated network.”



Meanwhile, another member of Allen's team spent time on oil and gas rigs in the North Sea and in Nigeria, looking at the efficacy and nature of information in emergency situations. This focused on how people respond to information and how technology, if used properly, could make the difference between life and death.

A particularly interesting area is how technology can be used to fight crime. This ranges from the use of Automatic Number Plate Recognition Systems (ANPRS) - a system which assists police officers in recognising vehicles which may be being driven illegally - to how police forces around the country are using wireless networks.

“ There are existing, established ways of working but we are interested in what happens when new technologies are introduced. For example, what new behaviours occur when technologies are introduced? What sort of processes and systems can be designed to accommodate these? ”



Dr Allen stresses that while the subjects vary greatly, the underlying principles behind each project are similar. He says: “There are existing, established ways of working but we are interested in what happens when new technologies are introduced. For example, what new behaviours occur when technologies are introduced? What sort of processes and systems can be designed to accommodate these?”

Professor Chris Clegg's research also takes him out of the realms of work one might associate with business schools, but which could define the workplaces of the future. Clegg, Professor of

Organisational Psychology, is working on ensuring that people are put at the heart of systems, buildings and process design.

Clegg is Director of Research in the Management Division and he leads the Centre for Socio-Technical Systems Design (CSTSD) - an interdisciplinary team currently working on a range of projects, from designing the factory of the future to managing crowd behaviour at the 2012 Olympics.

The aim is to make Leeds a leader in the field of socio-technical systems design, to create processes and surroundings that are a result of marrying an understanding of human behaviour with technical expertise.

The centre has been established for just over a year, and involves a variety of disciplines including Civil Engineering, Geography, Mechanical Engineering and the School of Process, Environmental and Materials Engineering. The team has forged external relationships and worked in partnership with many organisations including Rolls-Royce, Arup and the Cabinet Office's Emergency Planning College (EPC).

Clegg says: “I'm convinced it's a great idea to bring together colleagues from different disciplines to share knowledge and gather ideas and opinions from their different perspectives.

“Any system that people are going to use - whether it's a building or a computer programme - has an engineering component and also the component of human behaviour. To reach a successful outcome, both components need to be considered during the design of the system, otherwise there's a severe risk of the end result being inefficient or just plain wrong.

With the shadow of the 2012 London Olympics looming large, Professor Clegg, Rose Challenger and Mark Robinson are assisting



the EPC predict crowd behaviour at the games. “Until we were involved, all crowd movement simulation packages had treated people as individuals - almost as if they were commuters using a railway station - but this isn’t going to be the case at the Olympics.” he says.

“ Until we were involved, all crowd movement simulation packages had treated people as individuals - almost as if they were commuters using a railway station - but this isn’t going to be the case at the Olympics. ”

“We identified the fact that most visitors will be part of a group such as a family, a party of friends or members of sports or social clubs, and this will fundamentally affect the way in which people move around. Add in other facts - such as many visitors won’t have English as a first language - and potential incidents - such as delays to the transport system or a terrorist alert - and it becomes clear that different risk assessment tools need to be created to accurately predict crowd behaviour in a range of different scenarios.”

Collectively, the work of Thorpe, Clegg, Pandza and Allen is seeking answers to big questions - questions which, until now, haven’t received as much attention in business as they probably should have.

Thorpe says: “A business school teaching entrepreneurship, innovation and creativity is special. I would argue that Leeds University Business School is different in this respect. In 20 years time with global warming and rising sea levels, parts of Holland will be under sea. What are we in business doing to prevent this? We need to give managers the practical skills to cope with the chaotic world we live in, which is unlike anything ever seen before.”

If all goes to plan, the business school will help Leeds to continue to make headlines around the world. Future generations of business leaders will have an understanding of the role they have in ensuring that mankind’s next 50 years are as good as its last. ■

Guy Dixon



“ A business school teaching entrepreneurship, innovation and creativity is special. I would argue that Leeds University Business School is different in this respect. In 20 years time with global warming and rising sea levels, parts of Holland will be under sea. What are we in business doing to prevent this? We need to give managers the practical skills to cope with the chaotic world we live in, which is unlike anything ever seen before. ”

RESPONDING TO THE GLOBAL DOWNTURN



WHERE'S HOT AND WHERE'S NOT

**THE GLOBAL FINANCIAL CRISIS HAS LED MANY
BRITISH COMPANIES TO FOCUS ON ESTABLISHED
MARKETS, ESPECIALLY THOSE CLOSE TO HOME.**

But with it now looking likely that the global economy will continue its slow recovery in 2010 - thanks in part to intervention by governments in the developed and developing world - some may be feeling a little more ambitious. The question for them is - which countries might offer the best opportunities in the post-crisis landscape, both today and tomorrow?

A major new study by the Centre for International Business University of Leeds (CIBUL) at Leeds University Business School offers some answers and gives an intriguing insight into where UK PLC has been, and should be, investing its time and resources.

THE GLOBAL MARKET ATTRACTIVENESS POST 'CREDIT CRUNCH' PROJECT

Commissioned by UK Trade and Investment (UKTI) in the Yorkshire and Humber region, the project looks at 52 countries, chosen because they are likely to offer the most attractive opportunities for British business.

The study provides a detailed examination of their prospects on the basis of their share of total British exports (which amounts to around 95%) and share of global Gross Domestic Product (around 90%) in 2008. Using annual GDP and GDP per capita data published by the International Monetary Fund (IMF) in its World Economic Outlook report (April 2009) and the national share in global British exports, each is ranked according to different time scales.

Few people would be surprised by the countries in the top ten for the period before the credit crunch and financial downturn began. In 2005 - 2007 Britain's long-established trading partners dominated the table with the United States in pole position, followed in rank order by Germany, France, Ireland, the Netherlands, Belgium, Spain, Italy, China, and Japan.

But the CIBUL study suggests that this picture could look dramatically different very soon. Using IMF projections for national growth in annual GDP and GDP per capita and share in global GDP, an index was calculated to rank the countries by relative market attractiveness.

Market Attractiveness:

2010/2011	2012 (predicted)
1. China	1. China
2. Qatar	2. USA
3. USA	3. India
4. Angola	4. Libya
5. India	5. Ukraine
6. Korea	6. Russia
7. Libya	7. Romania
8. Japan	8. Korea
9. Indonesia	9. Mexico
10. Russia	10. Singapore

Perhaps surprisingly, just one western European country - Sweden - makes it into the top twenty by 2012 and others dramatically slip - Germany is in 30th place; France (34th); Ireland (42th); the Netherlands (37th); Belgium (44th); Italy (46th), and Spain (47th).

Meanwhile, a number of countries which are more geographically distant from Britain are set to become ever-more important to it. Outside the top ten, some particularly interesting nations are Hong Kong SAR (11th), Thailand (12th), Japan (13th), Pakistan (14th), Malaysia (15th), Indonesia (16th), Egypt (17th), Taiwan (18th) and Poland (19th).

SO WHAT CAN BRITISH COMPANIES LEARN FROM CIBUL'S STUDY?

Firstly, it suggests that the industrialised countries, burdened by debt and high unemployment, will recover slowly from the banking crisis. The flip side of this is that British businesses which place an emphasis on emerging markets in Asia such as China, India, Indonesia, Thailand and Malaysia - and to a lesser extent, the more advanced Asian economies of Hong Kong SAR, Korea, Singapore



and Taiwan - could well be rewarded. Although many Asian economies are reliant on manufacturing exports and have been badly affected by slumps in global trade and external demand, many have also been insulated from the US subprime market (with the exception of Hong Kong SAR and Singapore). This means that domestic demand in a number of these countries has largely been resilient to the global downturn.

Secondly, although the USA is suffering the worst financial crisis since the Great Depression and consumer confidence is weak, it is still a major draw for British business. The US has been affected badly by financial and housing wealth losses, job insecurity and downward pressure on salaries, but the sheer size of its economy and its potential for growth as the global economy recovers means it cannot be discounted. Arguably, the same can be said for another of the world's biggest economies, Japan.

Thirdly, a number of countries which have not traditionally been important destinations for British investment and trade will grow in stature. In Africa, Libya, Egypt, Angola and Nigeria are likely to figure prominently, alongside the Ukraine, Russia, Romania and Poland in Europe. Although each is, to varying degrees, currently suffering from the combined effects of instability in world capital markets (which has severely limited access to external funding), lower export demand (from the industrialised countries in particular), and a drop in commodity prices (especially for energy), these countries are expected to recover at a faster rate relative to the more advanced economies.

Of course, forecasting is not an exact science. The global outlook is still exceptionally uncertain, not least because it remains unclear how successful the interventionist policies to stabilise financial markets around the world will be. Another issue is whether public support for these policies in the industrialised countries and elsewhere will continue. In addition, some stimulus packages emphasise the development and deployment of 'clean' and 'green' technologies which suggests that certain industries will benefit proportionally more than others from the recovery.

Nonetheless, the CIBUL study reveals that many countries have been less affected by the fall-out of the financial crisis than others, especially those in the developing world. This means that British companies are likely to need to navigate a new economic landscape as the global economy recovers if their international business strategies are to be successful. ■

Adam Cross, Centre for International Business University of Leeds (CIBUL), Leeds University Business School

THE CUTTING EDGE?



PROFESSOR MATTHEW ROBSON QUESTIONS WHETHER CUTTING BACK ON MARKETING IN A RECESSION COULD BE COUNTER-PRODUCTIVE FOR BUSINESSES.

Many companies are still facing difficult business conditions and even though some important national markets have now returned to cautious growth, consumer confidence has taken a hammering during this sustained downturn.

A problem for companies and consumers alike is that recessions and their after effects are notoriously difficult to predict. For a while the politicians and

other masters of our economies have been pointing to the “green shoots of recovery”, but there doesn’t seem to be much trust around at the moment.

The fact that some commentators speak with increasing confidence about a ‘V-shaped’ downturn or turning the corner is of little comfort to small- and medium-sized businesses still struggling to secure finance and to the swelling ranks of unemployed.

There are any number of struggling firms and industries out there and the business press has been quick to point towards the winners (e.g. supermarkets and bakeries) as well as the losers (e.g. high-end coffee shops and health clubs). We also know that much of the marketplace, even previously imperturbable or optimistic consumer segments such as those of the post baby boom Generation X, seem to have re-evaluated their consumption practices. Many products and services are simply cut out of the consumption picture as consumers (1) concentrate their spending on things they cannot go without and (2) refuse to get back into the old consumption groove. Under these circumstances, has the role of marketing changed? Does it even have a role?

One pretty negative view is that if marketing and business communications have encouraged consumers to live beyond their means, then marketing will be ineffective whilst customers' spending contracts. According to Don Schultz¹: "Marketing databases are built on history. What people have done in the past, and what we expect them to do in the future. All are based on sophisticated statistical and mathematical methods that make one basic assumption: People will be employed and live their lives in an upward trajectory... But today they're not."

And it seems to get worse for marketers. In harsh times when companies need to respond to market conditions by making efficiency savings, activities such as marketing research projects and television advertising campaigns can be scaled down pretty easily, unlike some of the other business enterprise functions (e.g. production), (Quelch and Jocz 2009)². The general view is that marketing can be scaled up later on when conditions have normalized. If the point of any good strategy, including marketing strategy, is that it fits external conditions, we shouldn't throw money at customers who will refuse to come to our stores anyway...until things change.

There are a few reasons why this logic might be flawed. First, in the absence of marketing activities, companies lack the ability to understand changes in consumer behaviour. So customer analysis becomes more rather than less valuable in a recession, but only if the analysis is fresh. Tesco is a prime example of a firm that has stuck to its guns and continued to let customer analysis drive change to its marketing management. Their loyalty scheme has become even more of a resource. Generally, the best researchers are able to gather up-to-date information on customers (e.g., through customer sales data or ad hoc customer satisfaction surveys), which enables their company to remain close to, and responsive to, customers' needs.

“ marketing databases... make one basic assumption: People will be employed and live their lives in an upward trajectory... But today they're not. ”

Through customer analysis, ongoing movement in customer segments—due to the recession mindset—can be better understood. Research enables firms to detect any drop in the spending of previously loyal customers and whether these people are switching brands or abstaining completely. Research can also enable firms to understand what it would take for occasional customers and switchers to increase their spending at their tills.

So even if consumer behaviour has changed fundamentally, there is a pressing need to develop fresh insights into this consumer decision making. Second, brands need supporting through continual investment. In the same way, customers might be treated as a resource that needs supporting. Brand equity might fall if customers think their favourite brand is going to ground rather than providing a caring retreat. Currently, many firms are successfully reaching out to customers.

A great example of this is Hyundai Motor America, which is running a promotion allowing customers to return any new car that was financed in 2009 if the car buyers unexpectedly lose their incomes within one year of the purchase (Sullivan 2009)³.

As we know, unlike the supermarket sector, car companies have been hit particularly hard. Really, this promotion shows one of them going out on a limb with customers. Clearly the promotion is geared towards bolstering trust in the corporate brand!

Essentially, when the chips are down customers need to be able to convince themselves (at the very least, but hopefully others too!) why they trust a particular brand. Customers may become more price-sensitive and less brand-sensitive in the midst of recession (Quelch and Jocz 2009)². To deal with the risk of a significant number of customers switching to other brands, firms need to make sure the brand concept stays strong, which would lead them not to cut high profile, mass market advertising for cheaper, more precise forms without serious thought. There is another good reason for this. When customers once again feel confident about their futures and have disposable income, the brands that have kept up their positions during the downturn should have an advantage in the next stage of the business cycle.

“ ...when the chips are down customers need to be able to convince themselves why they trust a particular brand. ”

Third, marketing service providers (e.g. marketing research and advertising agencies) also face difficult business conditions, and partnerships with such firms can create the opportunity for mutual value creation. In the case of marketing research, bringing the provider closer to the company could help them detect issues in the firm's data and provide real-time analytical solutions. By passing more business the marketing research provider's way, the company may negotiate a decent discount. Likewise, in dealings with advertisers, the company might get more for its money. It would also be easier to reach the customers (i.e. greater share of voice) where competitors have cut back on marketing communication budgets. So the downturn gives the opportunity to use partnerships to augment key marketing capabilities.

Whether or not the downturn continues, it may be a mistake to undervalue maintaining core marketing activities. If anything, these can help reduce risk and build a strong future for the company. ■

Professor Matthew Robson is Director of Research for Marketing at the Business School

1 Schultz, D. (2009), 'Is This the Death of Data', Marketing News, September 15th, p. 19.

2 Quelch, J.A. and Jocz, K.E. (2009), 'How to Market in a Downturn', Harvard Business Review, April, pp. 52-62.

3 Sullivan E.A. (2009), 'The Age of Prudence', Marketing News, April 15th, pp. 8-11.

GLOBAL TALENT CENTRE NEWS

LAUNCHING FIRST PHASE OF INTERNATIONALISATION STRATEGY



Marc Smelik Head of Corporate & International Relations

The Business School has been a full faculty of Leeds University for just 6 years, and has rapidly developed the delivery of a broad portfolio of programmes and research with quality and breadth. Our alumni now come from over 100 countries in the world, and this year alone we welcomed over 1100 students from 80 countries. The University's aim to be in the world's top 50 universities by 2012 is supported by our faculty's ambitions, and our global reach and esteem are crucial. There is a need to be focused in our internationalisation, and our strategy reflects this. Over the summer, an audit of our international relationships and academic collaboration showed a very active network and a strong basis to build on.

We will now focus our efforts in 2010 to:

- Develop the international perspective of our curriculum and the student experience
- Develop meaningful collaborative partnerships using clear quality criteria and geographical spread
- Build stronger corporate relationships across borders, for talent and research

- Use the qualities of a new International Advisory Board
- Communicate more effectively the international characteristics of existing and new research

We are in discussions with Chinese, Indian, European and North American business schools and will start a number of exchange programmes, collaborative teaching programmes, and international research projects in the next two years.

Alumni are invited to connect with this strategy through introducing opportunities for collaboration, student placements abroad, global mentoring, guest lecturing, or simply ideas for best practice.

RESPONDING TO CHANGING NEEDS

The past year has been one of the most difficult periods in the job market for the last 15 years. The City of London lost around 300,000 jobs in financial and professional services in 18 months, and this has consequences for Leeds as the second centre for professional services and finance in the UK. Our Business School introduced a coaching programme for MBAs, and hired extra help to support students, but the situation also reminded us of the importance of developing corporate relationships across a broader front. The Global Talent Centre team will focus efforts on developing opportunities for experiential learning through projects and internships, and the School will continue to review programme content, something which is supported by our efforts to gain AACSB accreditation in addition to the current EQUIS and AMBA recognition. We may not have the same resources as a top US school, and neither do we charge quite as much, but our aim is the same: to help all students to reach their potential through advice, skill development and connecting to opportunities.

NET IMPACT: A NEW CHAPTER



Image: © Tony Glossop

Mike Rogers Leeds University Business School Global Talent Centre (Net Impact Leadership Team)
Joanne Pollard CO2 Sense Yorkshire
Tim Purcell CO3 Ltd
Ali Naqvi PhD Leeds University Business School (Net Impact Leadership Team)

A new group has been launched at the Business School to develop the Social Responsibility and sustainability agenda within the University of Leeds, and to extend this to the Yorkshire region community. On 7 October, over 130 guests, students and members of the University attended a launch event to mark the creation of a Net Impact Chapter (www.netimpact.org) at Leeds University Business School. The chapter will be integrated into the international Net Impact Organisation and will contribute to the global debate on sustainability. A leadership team has been appointed to run the Chapter for the next academic year with the aim of hosting a series of lectures and workshops to develop career, educational and networking opportunities for anyone interested in environmental sustainability and socially responsible business practices. If you would like further details of the activities of the Chapter or would like to be involved in their activities, please email NetImpact@leeds.ac.uk





Alumni Workshop, November 2009

ALUMNI WORKSHOP IN LONDON

Leeds sponsored an alumni workshop for executive career development in London on 7 November 2010, attended by 24 alumni from Leeds, Instituto de Empresa, Lancaster and Aix en Provence. Attendees were able to learn from experienced entrepreneurs and headhunters Deidre Bounds (GE,) and Elaine Hewens (Warwick BS, Rockpool) how to develop effective career positions in a challenging market, and share their experiences as MBA alumni from top schools.



Peter Moizer signs memorandum with Antai College

SIGNING CEREMONY

A partnership agreement has been established with Antai College, Shanghai Jiao Tong University in China

Shanghai Jiao Tong University is one of the older and best regarded Universities in China, with a fast developing Business School (Antai College). Initial discussions identified a mutual interest in student exchanges, joint programmes and linking corporate networks. We hope to send a first delegation of MBA students to China in 2010.

Got a vacancy or a possible work placement for a student?

alumni@lubs.leeds.ac.uk

BOOK REVIEW

EFTYCHIA KOUSIAPPI
(MA ADVERTISING &
MARKETING, 2009)

MARKETING REVOLUTION

**The radical new approach
to transforming the Business,
the Brand & the Bottom Line.**

Authors: Paul R GAMBLE,
Alan TAPP, Anthony MARSELLA,
Merlin STONE

Publisher: Kogan Page Ltd

ISBN: 9780749449803

“A victorious strategy is not repeated... Water configures its flow in accord with the terrain... Water has no constant shape... One who is able to change and transform in accord with the enemy and wrest victory is termed genius”

Sun Tzu, *The Art of War*

These are the words in which Marketing Revolution begins. Transform and change. This is the way to win. Revolution refers to a radical change, and this is what companies need to do to survive in the constantly changing environment of the business world.

Drawing on the experience of a range of academics and practitioners in the fields of Customer Relationship Management (CRM), strategic marketing and segmentation,

MARKETING REVOLUTION

Paul R Gamble, Alan Tapp,
Anthony Marsella & Merlin Stone

Marketing Revolution encourages managers to think about their marketing environment in a completely new dimension. The book challenges many of the conventional approaches to marketing and builds on what has been done previously to successfully reinvent its future.

A well structured book which provides a comprehensive exploration of the major areas of marketing including Customer Insight, Strategic Planning and Segmentation, Branding, CRM and various other disciplines, and how these can be modernized. The book further draws attention to the importance of managing the customer experience and journey as well as transforming marketing from a “seller-centric” to “buyer-centric” function.

Marketing Revolution is a direct and well written book which is nonetheless targeted towards readers who are serious about marketing. Using data from international research and providing real life examples, this book examines not only the theory behind revolutionary marketing ideas but also gives practical insights and advice on how to re-structure and rebuild the marketing capability in its entirety. Additionally, through the authors' practical expertise the book gives insights into the contemporary marketing practices of the global giant IBM. Finally, the use of many case studies illustrates practical implications of the philosophy behind the book.

SOME RECENT PUBLICATIONS BY BUSINESS SCHOOL STAFF

Cassidy A. and Maule, A.J. (2010) Risk communication and participatory research: using the visual domain to support group discussion of complex issues. In P. Reavey (Ed) *Visual Psychologies: Using and interpreting images in qualitative research* Routledge, London.

French, S. & Maule A. J. (2010). Exploring and Communicating Risk: Scenario-based Workshops. In. P. Bennett, K. Calman, S. Curtis and D. Smith (Eds) *Risk Communication and Public Health*. 2nd Edition. Oxford University Press.

Simon French, John Maule and Nadia Papamichail, *Decision Behaviour, Analysis and Support*, Cambridge University Press, (2009).

Coffey, D.J. and Thornley, C., *Globalization and the Varieties of Capitalism Debate: New Labour, Economic Policy and the Abject State*, Palgrave, 2008.

ALUMNI EVENTS



Corporate Wisdom Autumn Lecture 2009

Date: Wednesday 21 October 2009

Adapting is key to survival, says Cobra founder.

Delivering the latest Corporate Wisdom lecture at the Business School, the founder of Cobra Beer Lord Bilimoria (above) told an audience of business leaders that the key to building a successful brand is to “adapt or die”.

From starting a business 20 years ago in what was at the time the worst post-war recession, in the world’s most competitive market, he pointed out that his company’s motto was “to aspire and achieve against the odds with integrity”.

His lecture covered how Cobra overcame a boycott by some of its customers, moved its brewing out of India to meet demand and ensure continuity of production, opened up new markets, and more recently launched both alcohol free and double-fermented strong lager derivatives. When the present financial crisis caused some funding sources to dry up - even though sales had remained strong - the company entered into a joint venture with brewing giant Molson Coors. “The last 18 months have been the most challenging we have had - it’s been a pretty tough time and I nearly lost everything,” he said, noting that adapting has been key to survival.



Alumni Breakfast Seminar

Date: Thursday 19th November 2009

There’s no such thing as an IT project, and millions of pounds are being wasted by businesses that have yet to grasp that truth. That was the message from Professor Chris Clegg, (above) Director of the Centre for Socio-Technical Systems at the first of the Business School’s new series of alumni breakfast seminars in London. Although large amounts of money are spent on IT solutions in change management programmes, more than half of all such projects experience either partial or total failure by failing to also take account of processes, people, culture and business goals. The next breakfast seminar on 23rd February will look at the role that intuition can play in improving decision making and all alumni are welcome – reserve your place by emailing alumni@lubs.leeds.ac.uk

New York Alumni Reception

Date: Thursday 1 October 2009



Features Adina Cohen (Psychology 1974), Vanessa Bridge (Director of Media Relations, University of Leeds), Amiral Kanji (Accountancy 1965 and Director of NAFUL), New York Reception.

The New York Alumni Reception was hosted by Phillip Riese (Textiles 1970) and his wife Tracey on behalf of the Vice-Chancellor, Professor Michael Arthur and the North

American Foundation for the University of Leeds. The North American Foundation for the University of Leeds is a non-profit public organisation that seeks and secures private support to benefit education. The Foundation is operated exclusively for charitable and educational purposes and is an independent organisation which was incorporated in 1989. It has been actively involved in building links with alumni as well as supporting and promoting the University of Leeds in North America. The Foundation is recognised by the Internal Revenue Service which means that US tax payers can make tax deductible donations. If you would like to make a donation to the North American Foundation for the University of Leeds, please visit www.naful.org

Shanghai Alumni & Offer Holders Event



Business School Masters and MBA alumni pictured with Business School International Officer, Louise Evans.

The recent NCUK IFY China Mission provided the perfect opportunity for the Business School to host a conversion event in country. Held at the Radisson New World Shanghai, the event attracted 30 Masters and MBA offer holders from in and around the Shanghai region. The idea was to introduce prospective students to each other and offer them the opportunity to talk to Business School alumni. The five Business School alumni (pictured above) were delighted to offer their support and were able to answer detailed questions about specific courses and give real insight into life at Leeds. Hosted by Louise Evans, International Officer for the Business School and Jenna Sharman of the International Office, the event proved to be a timely forum for offer holders making their final choices. One prospective student commented ‘the event has been quite a success and a good source for us to learn more about the university and the city. I am more certain of making the right decision in choosing Leeds.’

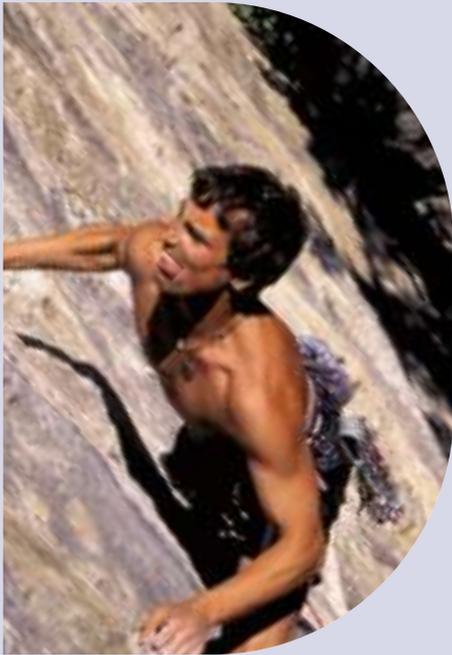
FORTHCOMING EVENTS 2010

Alumni Dinner in Bangladesh

Date: Monday 23 March 2009



Mohammad Masud Chowdhury, MA International Communications (2003-04), Professor Begum Syeda, MA Agricultural Economics (1970 – 71), Ms. Agatha Gomes, British Council, Dhaka, Mr. Rafiqul Islam, MA Management Studies (1980-81), Mr. Pankaj Jain, Director, University of Leeds South Asia Office, Dr. Anjuman Ara, MA Public Health (1993-94), Ms. Pooja Khullar, Education Promotion Manager, University of Leeds South Asia Office



Annual Alumni Lecture and Lunch, Life at the Top, Kenton Cool (Geological Sciences 1994)

Date: Saturday 7 November 2009

Mountaineer Kenton Cool (above) returned to the University to share his astounding adventures on the world's toughest mountains. He climbed Everest twice in one week. He taught Sir Ranulph Fiennes to climb and guided him up Mount Everest.

FT Masterclass Series

Date: 23 February 2010

Bjorn Timelin, Associate Principal at McKinsey & Company and one of the leaders of McKinsey's European Consumer Goods Marketing Group.

Date: 10 March 2010

Jo Haigh is a Partner and Head of Corporate Finance for ATF a company based in London and Yorkshire and a partner in the fds Group, a specialist training and development business. Jo will give her talk 'Be who you can be'.

Date: 5 May 2010

Guy Parsons, Managing Director for Travelodge Group UK. Leeds Alumnus Guy Parsons joined the budget hotel chain Travelodge in October 2004 with over 25 years of experience of the UK hotel industry. As Managing Director UK, Guy has responsibility for all UK functions and is accountable for the profit growth of over 360 hotels in the UK.

Time: 18.15 – 20.15

Location: Yorkshire Bank Lecture Theatre, Leeds University Business School

Find out more: www.business.leeds.ac.uk/nc/news-events/ft-masterclass-series/ or contact Rebecca Lott, Events Assistant, tel +44 (0)113 343 8652 R.Lott@lubs.leeds.ac.uk

Date: 26 January 2010

Time: 18.00 – 20.00

Title: MBA Open Evening

Location: Leeds University Business School

Come and find out how the Leeds MBA can benefit both you and your organisation.

Find out more: mba@lubs.leeds.ac.uk

Date: 23 February 2010

Time: 08.00 – 10.00

Title: Alumni Breakfast Seminar – Gerard

Hodgkinson, Professor of Organisational Behaviour and Strategic Management

Location: London

Find out more: Contact Olivia Blythman, Alumni Relations Officer, tel +44 (0) 113 343 1808 alumni@lubs.leeds.ac.uk

Date: 3 March 2010

Time: 18.00 - 20.00

Title: Inaugural Business School Alumni Lecture – Angel Gurria, Secretary-General, Organisation for Economic Co-operation and Development (OECD)

Location: Stationers Hall, London

The inaugural Alumni Lecture, titled 'Beyond The Crisis' will be given by Leeds Alumnus Angel Gurria, Secretary-General, Organisation for Economic Co-operation and Development (OECD).

Find out more: Contact Olivia Blythman, Alumni Relations Officer, tel +44 (0) 113 343 1808 alumni@lubs.leeds.ac.uk

Date: Spring 2010

Time: 18.15 - 20.15

Title: Women In Management

Location: Leeds University Business School

Come and join us for an evening of networking and guest speakers with the theme of women in the boardroom.

Find out more: contact Rebecca Lott, Events Assistant, tel +44 (0)113 343 8652 R.Lott@lubs.leeds.ac.uk

Date: 6 March 2010

Time: 11.00 – 13.00

Title: MBA Open Day

Location: Leeds University Business School

Come and find out how the Leeds MBA can benefit both you and your organisation.

Find out more: mba@lubs.leeds.ac.uk

Date: 1 May 2010

Time: TBC

Title: Annual Alumni Sports Day 2010

Location: Weetwood Playing Fields, Leeds

Come along and be part of an alumni team taking on current student teams.

Find out more: k.isherwood@adm.leeds.ac.uk
+44(0)113 343 7520

Date: 12 May 2010

Time: 18.00 – 20.00

Title: MBA Open Evening

Location: Leeds University Business School

Come and find out how the Leeds MBA can benefit both you and your organisation.

Find out more: mba@lubs.leeds.ac.uk

Date: 7 & 8 June 2010

Time: Various sessions over both days

Title: Global Talent Conference

Location: Leeds University Business School

The Global Talent Centre gives Alumni, Students and Corporate contacts the opportunity to network and attend workshops focused around; Enterprise, CSR, Sustainability, Social Media, International Opportunities and Industry Insights.

Find out more: GlobalTalent@LUBS.Leeds.ac.uk

Date: 8 July 2010

Time: 18.00 – 20.00

Title: MBA Open Evening

Location: Leeds University Business School

Come and find out how the Leeds MBA can benefit both you and your organisation.

Find out more: mba@lubs.leeds.ac.uk

Date: 1 September 2010

Time: 18.00 – 20.00

Title: MBA Open Evening

Location: Leeds University Business School

Come and find out how the Leeds MBA can benefit both you and your organisation.

Find out more: mba@lubs.leeds.ac.uk

Date: December 2010

Time: TBC

Title: Winter Graduation

Location: University of Leeds

Congratulations to everyone who will be graduating. Don't forget to bring your guests back to the Business School afterwards for a drink and a bite to eat.

Find out more: www.leeds.ac.uk/ceremonies/

If you are interested in organising an event in your area contact alumni@lubs.leeds.ac.uk We will be pleased to help.

ALUMNI NEWS

KERRIE HANAFIN (BA MANAGEMENT STUDIES AND SPANISH 1996)

Kerrie was driven to 'find a very well paid job in London' when she came to Leeds University Business School back in 1992. She combined a Business course with Spanish and says that the skills and experience she acquired on the course gave her the confidence to pursue her career choices.

"When I left I had a clear path mapped out having already chosen from four banking and accountancy job offers in the City. I settled on an Investment Banking role with a view to making a lot of money in a short amount of time and then leaving to become an entrepreneur."

She spent seven years working in Investment Banking (JP Morgan and Citigroup), with mixed feelings, "I had a love / hate relationship with the career – I disliked the politics and internal back biting, but loved the role, most of the people, and the life style. "

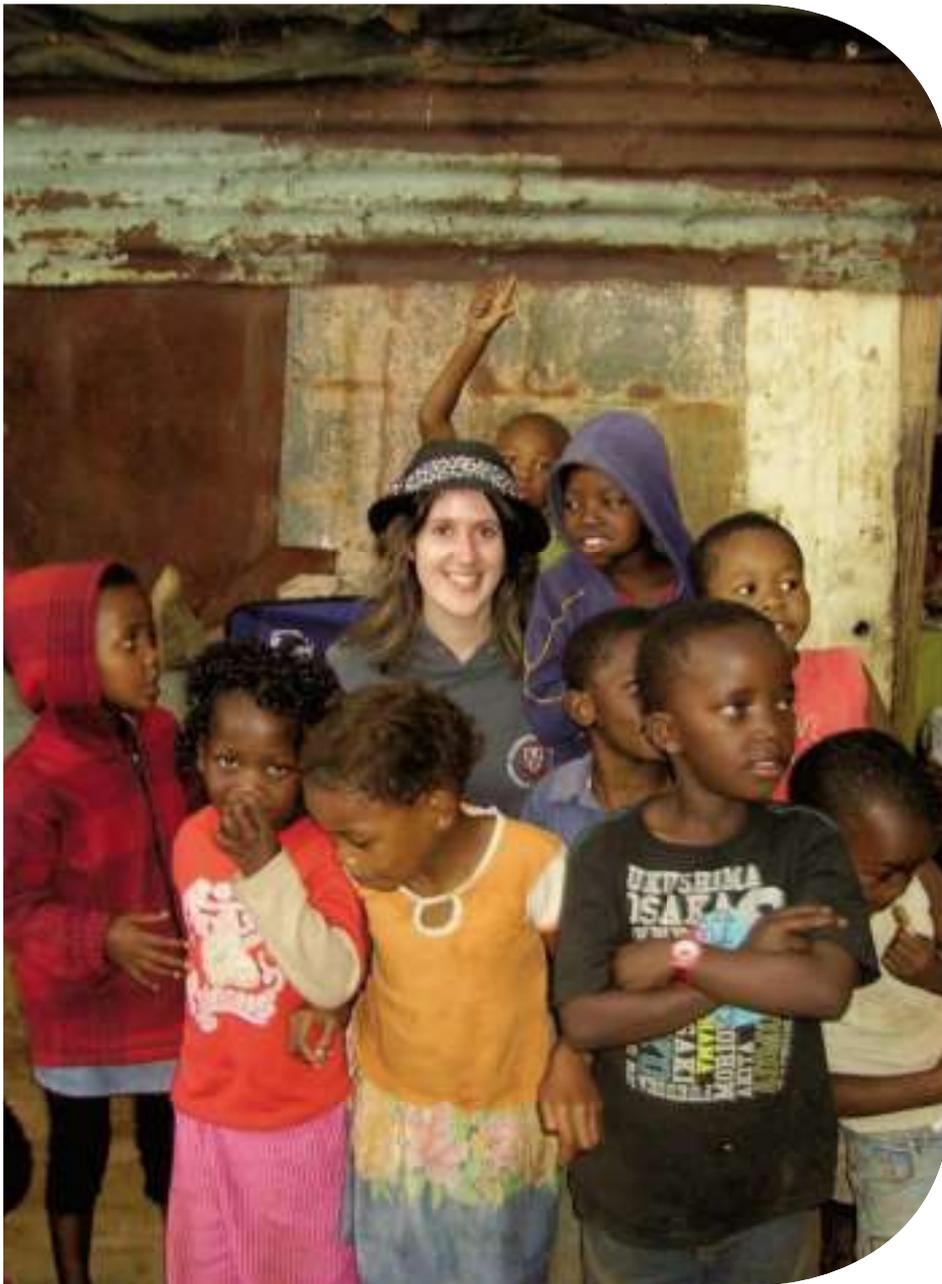
Having reached her goal of Vice-President before the age of 30, she left to set up her first company, A Woman's Touch Building and Construction which she expanded nationally from London, and also into Spain (Un Toque Femenino SL). Highlights included winning numerous awards (Natwest Business Woman of the Year, BT Female Entrepreneur of the Year) and being congratulated in person by the Queen at Buckingham Palace. "Doing some work for Gordon Ramsay was also good fun."

"I have now set up another company, Vision Board Properties and am living most of the time in Spain. The new company is a brokerage connecting affluent individuals and other investors with exceptional property and business investment opportunities in the Spanish market."

www.awomanstouch.org.uk
www.visionboardproperties.com



"The most important experience I took away from the Business School was confidence – a belief in myself that I can do anything I put my mind to and make a success of it – and also not to forget to have fun along the way. I rate Leeds so highly I've joined the Advisory Board!"



SARAH LISOWIEC (MSC INTERNATIONAL MARKETING & MANAGEMENT 2008)

After graduation Sarah spent 8 months working for Fusion Learning Ltd, a busy brand consultancy in the centre of Leeds, working with a range of clients from the FMCG, Pharmaceutical, and Financial Services sectors. Then in June 2009 she was selected as one of four graduates from 400 applications for the Graduate Marketing programme with World Vision UK - a Christian relief, development and advocacy organisation based in the south east of England.

"I started the two-year programme in September and am delighted and proud to be a part of a global organisation dedicated to the alleviation of poverty and injustice. I have joined a newly-created team within the Consumer Marketing division. It is hoped the programme will allow me to visit 'the field'; a project in either Cambodia or Zambia for 5 weeks, as well as spend 6 months on an international placement in the second year in one of the key global support offices. There will also be an opportunity for further qualifications with the CIM (Chartered Institute of Marketing).

In October 2009 I travelled to South Africa to shadow the production of two direct-response television adverts which will be broadcast in the New Year. Working with creative agency Meteorite, and Tantrum TV productions, it was a fantastic opportunity to view the work from idea conception, to storyboard, to the final pieces.

We spent just over a week in and around Johannesburg, visiting the townships of Primrose, Germiston, and Alexandra. To see the poverty and daily struggles of so many was an eye-opening experience, but the sense of community within these townships was incredibly inspiring. Everyone was extremely welcoming and friendly.

Our filming was concluded with a 7 hour drive to Kuruman, a small town on the outskirts of the Kalahari, a richly-vegetated desert area in the Northern Cape. Here we filmed in a small village (very much off-the-beaten track) for 2 days, assisted by the community and village Elder."

For more information regarding the work of World Vision, please visit www.worldvision.org.uk

"My first trip to Africa was an incredible experience, and whilst our film reels and advert footage are now in post-production, I reflect on what has been a thoroughly rewarding experience."

TELL US YOUR NEWS

We are looking for new alumni profiles to feature in our e-newsletters, website and alumni magazine. If you have any news to share with past class mates or fellow alumni (with a photo of course!) about your time at the Business School and your career thereafter, please get in contact or complete our online form.

alumni@lubs.leeds.ac.uk

<http://business.leeds.ac.uk/alumni/stay-involved/>



UNIVERSITY OF LEEDS

Leeds University Business School
University of Leeds, Leeds, LS2 9JT, UK
t +44 (0)113 343 6321
f +44 (0)113 343 4885
w www.leeds.ac.uk/lubs