Good job
HOW THE ENTREPRENEURIAL SPIRIT CAN BENEFIT SOCIETY
SEE PAGE 24

Run for it
ALUMNUS FINDS BIG SUCCESS IN EXERCISE CLASSES
SEE PAGE 28

Greek tragedy
A CRUMBLING ECONOMY AND JOB SCARCITY FORCE PEOPLE IN GREECE TO LOOK ABROAD FOR A BRIGHTER FUTURE
SEE PAGE 20

ALUMNI COMMUNITY NOW INCLUDES MSc AND PhD, AS WELL AS MBA ALUMNI

ALSO INSIDE
NEWS
EVENTS
ALUMNI GROUPS
GUIDE TO SÃO PAULO
CAREER ADVICE
SCHOOL SUPPORT SERVICES FOR ALUMNI
RESEARCH
WHERE ARE THEY NOW?
WEDDINGS
editor's comment

All set to help the network

So far, 2012 is proving to be a time of growth and change within the School. We have welcomed two new faces to the alumni team. In February, Toni Freitas joined us as Alumni Relations Manager, with a particular focus on events. It’s great to have someone else who shares my enthusiasm for the alumni network, and will enable us to offer a wider range of events and services both here in the UK and internationally.

Sophie Arnold has also recently joined the team, in a combined role, supporting alumni as well as marketing and student recruitment activities in the School. So, along with Alumni Assistant Toni Berg and myself, we have never been better prepared to service the growing alumni network.

We have also moved into a dedicated Alumni Office within the School, with wonderful views across George Square gardens. For those of you visiting Edinburgh, do call in to see us – we always love to welcome alumni back to the School.

The wider corporate development team within the School, in which alumni relations sits, has also seen changes. On the careers side, following the retiral of Merri Scotney, who many will fondly remember from their time on the MBA, Ros Claase joined us as Careers Manager in November. She brought with her a varied experience in recruitment, including Goldman Sachs and Barclays Wealth, as well as most recently managing the TalentScotland Graduate Placement Programme. Turn to page 26 for an overview of her strategy plans.

It is also a time of change for the School as a whole with the appointment of Professor Ian Clarke as Dean of School, who will join us in the summer. I would like to say a personal thank you to Professor Nick Oliver for his support of alumni activities during his time of office, including our inaugural Alumni Weekend last year.

Following the success of that event, Toni Freitas has been busy planning this summer’s celebration, being held Thursday 19 - Saturday 21 July, including a one-day conference entitled Trends 2012 – sure to be a fascinating insight into today’s burning issues. I do hope that many of you will be able to return to the School and benefit from what’s on offer. Visit www.business-school.ed.ac.uk/alumni-weekend for details.

With postgraduate alumni living in more than 100 different countries, when global events happen, they are sure to affect at least some of our alumni community. The banking crisis in Greece is no exception, with more than 70 alumni currently resident in the country, many of them affected by recent events. Hearing news reports is one thing, but the feature starting on page 20 focuses on how the crisis is affecting alumni in their day-to-day lives.

Over on the other side of the world, the University is increasing its presence in Latin America with the opening of a new Office of the Americas in Brazil later this year. To tie in with this, Paulo Eduardo Ract (MBA Class of 2000) provides an insider’s view of his home city São Paulo on page 16.

And returning closer to home, we feature alumnus John Laurie’s venture, Burn It Bootcamp, which he jointly founded two years ago. For those of you keen to launch your own business, or in the early stages of growth, his experience of franchising and use of social media are sure to provide some ideas. Turn to page 28 for details.

Best wishes for the coming months and Toni and I hope to see many of you at the Alumni Weekend in the summer.

Jane Short
Editor
SCHOOL NEWS
Head of School report 4
News 5
Events 12

GLOBAL CONNECTIONS
Alumni groups 14
Student recruitment 14
Outpost in Americas 15
An insider’s view of São Paulo 16
A guide to the financial powerhouse of Brazil

Where in the world? 18
Erwin Losekoot explains why he moved to New Zealand and what has kept him there

SPECIAL FEATURES
Dark days for Greece 20
The Greek economy groans under the weight of its debts, unemployment is high and its people suffer, including School alumni

Forces for good 24
The entrepreneurial spirit can help enterprises to help society

PROFESSIONAL DEVELOPMENT
Get on the ladder and go higher 26
The School has appointed a new Careers Manager to help students and alumni to realise their career goals

SCHOOL LINKS
Help to reach the top 30

RESEARCH
The business doctors 32
School is set to inject commercial thinking into research ideas

Society is a success 33
New Group supports the research of PhD students

Where are they now? 34
Wedding bells 38
New arrivals 39

“I DON’T THINK PEOPLE REALISE HOW HARD IT IS GOING TO GET. I’M NOT OPTIMISTIC ABOUT THE FUTURE. IN FACT, I’M ACTUALLY SCARED”
Eri Leftherioti
See page 20

www.business-school.ed.ac.uk
The School is entering a period of change as I come to the end of my term of office as Head of School. We will soon be welcoming Professor Ian Clarke to Edinburgh, who will join us on 1 July, having been Director of the Business School at Newcastle University since 2008. Following a two-month handover period, he will then take over as Dean of School on 1 September.

So far in 2012, there has been a lot of activity in the School on staff recruitment, in particular on the academic side. As the School’s financial position has strengthened in the last two to three years, this has been reflected in our ability to recruit and expand our faculty. The aim is to get the School up to an academic headcount of 90-100 and then stabilise it there for a while. There are a number of reasons why this is about the right size for a business school such as ours.

We are seeking to fill more than 30 academic positions during the 2011-12 academic year. Taking into account retirements, labour turnover and internal promotions, this will mean a net increase of about 20 academic staff on 2010-11 levels. We are making good progress towards this goal.

Our teaching programmes are key to the economy of the School. Our strategy over the last few years has been to move ourselves progressively ‘upmarket’, particularly in the highly competitive postgraduate sector, to enable us to operate with moderate postgraduate taught class sizes (typically 50-70), an important hallmark of quality.

Numbers of applications to our programmes continue to be strong. In mid April, applications to postgraduate programmes stood at 6,443 applications (up 12 per cent from the same time in 2011). The three new MSc programmes for 2012 (Human Resource Management, Financial Management and Banking and Risk) have attracted a good number of applications. However, MBA recruitment is proving challenging this year, with all our peer schools reporting significant drops in MBA applications. We are doing better than the market as a whole (applications are down by around 25 per cent for us, but some schools are reporting drops of 60 per cent).

It is great to see that we improved our position in the Financial Times rankings this year, up five places to 83rd in the world, in a year in which most UK schools fell and some of our peers dropped out altogether. It’s also good to see the MSc in Management and the MSc in Finance and Investment entering the Financial Times Masters’ ranking in strong positions (57th and 25th places globally, respectively).

Given our growing staff numbers, we face challenges in terms of space in the main building, particularly for single academic offices. The plan is to progressively convert meeting rooms to offices over time, and to progressively take on more space across the road in Buccleuch Place for the alternative provision of meeting rooms. We are committed to keeping all staff together in the main building as far as possible. In the long term (namely towards the end of the decade), we envisage taking over a couple of floors in the adjacent David Hume Tower, once this is refurbished.

As we have grown, we have expanded into 16 and 17 Buccleuch Place, across from the main building. Number 16 is largely devoted to the new resource centre for third and fourth-year undergraduates. Number 17 has a number of functions – visitors’ offices, space for Emeritus professors, an MBA home space (something that has been on our wish-list for a long time) and a very nice 15-person meeting room.

Thank you again for your continuing interest in, and support for, the School. It has meant a great deal to me during my term of office as Head of School. With very best wishes to you all for the future.

Nick Oliver
Head of School
A grand royal opening of a great new building

PRINCESS ROYAL OPENS SCHOOL’S NEW BUILDING

Her Royal Highness The Princess Royal officially opened the University of Edinburgh Business School’s state-of-the-art new building in February 2012.

HRH The Princess Royal, who is also the University Chancellor, toured the expanded facilities and met 50 staff, students and alumni, before unveiling a plaque to commemorate the event.

Alumni invited to the event included Ian Walker (MBA Class of 1991), Managing Director of Ethicon/Johnson & Johnson; Elaine Lee (MBA Class of 2002), Strategy Manager, SWIP; and Sir David Tweedie (BCom/PhD), Chairman, International Accounting Standards Board.

The refurbished and extended building in George Square provides world-class facilities for the Business School’s 1,300 students. The building includes eight lecture theatres, an education suite, café and flexible space for staff and students.

With a £17 million investment by the University, the building was designed to meet the current and anticipated needs of the School’s portfolio of activities.

Since opening in August 2010, the Business School’s new home has attracted praise. The Royal Incorporation of Architects in Scotland (RIAS) placed it on the shortlist for last year’s Andrew Doolan Best Building in Scotland award, celebrating LDN Architect’s adaptation and extension of the site.

The Business School’s previous building in Bristo Square was opened by the then University Chancellor, The Duke of Edinburgh, in 1991. HRH The Princess Royal succeeded her father last year, who stepped down after holding the post since 1953. HRH The Princess Royal is the institution’s eighth Chancellor in the 150-year history of the position. She was elected to the role by the University’s general council.

Speaking after the event, Head of the Business School Nick Oliver said: ‘We were very pleased to bring together the Chancellor, staff, students and supporters today to officially open the new building. This facility provides a forum for academics and practitioners to come together to share ideas, debate important topical issues, and to educate the next generation of business leaders.’

The new building will help the School to continue to attract excellent staff and students from around the world; to provide an intellectual environment which fosters debate and world-class research; and to build strong connections to the world of business.
The Edinburgh MBA is ranked 10th in the UK, 19th in Europe and 83rd in the world, according to the latest Financial Times rankings released at the end of January.

This ranking represents a five-point improvement on last year’s position in the top 100. This is the 12th consecutive year that the Edinburgh MBA features in the global top 100.

We would like to thank those alumni who contributed to the rankings this year. Your success is of great value to the School and equally you can reap the rewards of a strong Business School brand.

The School’s commitment to a superb student experience has been enhanced through our new building as well as ongoing refinement of the MBA programme. Holding fast to our commitment to quality measures ensures we attract a diverse, experienced, international cohort with high GMAT scores. We’re also committed to an active learning pedagogy moving from a traditional teacher centred classroom into a newer student-centred approach to learning.

Mindful of the economic climate, we are focused on the career development of our students and have recently hired a new Careers Manager with extensive private sector experience. More details can be found on page 26.

We are taking a long-term approach to the School strategy with rankings only one performance indicator but are pleased with this positive endorsement.

With the expansion of the alumni network to include MSc and PhD alumni, and with future plans to roll out services to the undergraduate alumni community, the School appointed an Alumni Relations Manager in February. Toni Freitas (pictured) will work alongside Jane Short, the current Alumni Communications Manager.

Toni has more than 15 years’ experience of working in events and communications for a variety of organisations, including universities and not-for-profit organisations. She has a Masters degree in English and Writing and is originally from Portland, Oregon, USA. She moved to Edinburgh nearly ten years ago.

Toni said: ‘As Alumni Relations Manager, I am taking the lead on the annual programme of alumni events. I will be actively encouraging the integration of alumni into the life of the Business School through events both local to Edinburgh and further afield. I will be looking for creative ways to develop our events calendar locally, internationally and online and I will be getting in touch with many of you to hear your thoughts.

‘In addition to events, I am jointly responsible with Jane for formulating the strategy for the development of the alumni network and to ensure alumni receive support from the School as they progress in their careers.

‘I am thrilled to have joined the alumni team at the Business School. I look forward to getting to know alumni and engaging with the alumni community throughout the world. I welcome your thoughts and ideas of how we can continue to improve the Business School alumni experience, so do get in touch. I am organising this year’s Alumni Weekend and hope to welcome you and your family to Edinburgh in July.’

Second Alumni Manager joins the School

WANT TO KNOW MORE?
For further information, visit http://rankings.ft.com/businessschoolrankings/rankings

WANT TO KNOW MORE?
To get in touch with Toni Freitas, email her on toni.freitas@ed.ac.uk or call +44 (0)131 650 3856.
For details of Alumni Weekend 2012, visit www.business-school.ed.ac.uk/alumni-weekend
A new Dean of School appointed

Following an international recruitment exercise, Professor Ian Clarke, Director of Newcastle University Business School, has been appointed Dean of the University of Edinburgh Business School.

Following Professor Nick Oliver’s tenure as Head of School, Ian will formally take up his five-year term on 1 September, following a two-month hand-over with Nick.

Meanwhile, Nick will take a well-earned sabbatical in order to pursue his research interests.

Commenting on his appointment, Ian said: ‘I am extremely pleased to accept the position as Head of the Business School at the University of Edinburgh, which has significant potential to be one of the UK’s leading international schools. In my discussions with the Principal, Head of College, faculty and staff, I have been extremely impressed by the desire to develop the School and to realise this potential. I am extremely excited to be taking up the role and building on the important foundations put in place under the leadership of Professor Nick Oliver.’

Since 2008, Ian has been Director of the Newcastle University Business School and Chair in Strategic Management and Marketing. Prior to that appointment, Ian worked for seven years as Chair in Marketing and Strategic Management at Lancaster University Management School.

Ian has held Chairs in Marketing at a number of other universities including Durham and Sheffield. He also spent several years in industry as a strategic marketing advisor and analyst to the main board of Tesco PLC.

He is a former Chair and President of the British Academy of Management, a member of the Executive of the Association of Business Schools, and is a Senior Fellow of the Advanced Institute of Management Research. He was bestowed as an Academician of the Academy of Social Sciences in 2011.

WINNER WITH ‘SOLID BUSINESS CONCEPT’

Nicole Spillane (MBA Class of 2011) was the winner of the Grant Management Business Plan competition in November 2011.

Nicole’s business plan, called ‘Hotelerator’, originated from her MBA capstone project and is based on a concept that socialises room sales by repurposing existing technology to create a member-only hotel portal within Facebook (both online and mobile). Access to the site is promoted by industry insiders to their online social networks who in turn are able to give access to their network.

Judges for the competition included Peter Grant (MBA Class of 1991), Founder and CEO of Grant Management; Gavin Don, Visiting Professor, and Dr Geoff Gregson of the Centre for Entrepreneurship Research.

Dr Gregson, who chaired the judging panel, commented: ‘Nicole’s presentation was very professional, but what impressed the judges was the compelling and credible nature of the business concept.’

The Business School once again thanks Peter Grant for his generous support of this annual award.

ABOVE: Nicole Spillane, winner of the Grant Management Business Plan competition, is pictured with Dr Geoff Gregson (left) and Peter Grant (MBA Class of 1991) (right)
Chinese officials learn to go green

The Business School and Edinburgh Centre for Carbon Innovation (ECCI) has jointly trained the largest group of senior Chinese central planning directors ever to travel overseas as a single delegation, according to Mr Guangsheng Gao, Director General of the Climate Department of the National Development and Reform Commission (NDRC).

The NDRC is China’s macroeconomic management agency, which has broad administrative and planning control over the Chinese economy.

Mr Gao, one of China’s most senior climate change policy-makers, headed up the group of 19 director-level officials, which also included delegates from the regions and cities that China has designated as low-carbon pilot zones, as well as regions and cities which are planning to implement domestic emissions trading schemes. Collectively, the provincial directors attending the programme represented well over 50 per cent of China’s GDP.

The programme put together by the School and ECCI included a week in Edinburgh, focusing on Scotland’s world-leading climate change policy framework, implementation programmes and the response from the business and investment communities, followed by a week in London focusing on similar issues from a national UK perspective.

Speaking about the programme, Co-Director Francisco Asciu said: ‘We are honoured to have been invited to play a part in sharing Scottish and UK experience of implementing low-carbon policies with these Chinese policy-makers, and look forward to further collaboration with them in the future.’

This is just one of the many executive programmes currently offered by the School. In May, the School will be welcoming a group of Chinese delegates for a three-day finance programme.

In June, 30 students from McCombs Business School at the University of Texas, Austin, will attend a five-week Business Law course.
School helps launch carbon association

World leading carbon experts from the University of Edinburgh together with alumni from the MSc in Carbon Management have launched a new professional body: The Association of Carbon Professionals (ACP).

Founded in 2011, ACP is Europe’s first professional organisation which supports and develops a community of carbon practitioners. An interim board of directors and a steering group have been formed, which planned a series of activities in recent months leading up to the first ACP Annual Conference in May 2012.

The interim board members are Dr Andy Kerr, Director of the Edinburgh Centre for Carbon Innovation (ECCI); Francisco Ascui, Director of the MSc in Carbon Finance and Lecturer in Business and Climate Change at the School; and Kevin Houston (Class of 2009 MSc in Carbon Management). The steering group consists of Tom Gibbs and Chris Thackeray.

Membership within the ACP is growing at both individual and corporate level. The first event hosted by ACP was the Carbon Clinic which was a great success with more than 40 representatives attending. The idea behind the ‘clinic’ was to draw together people working to reduce emissions and to provide an informal setting for them to talk about relevant topics, network and exchange solutions for their problems. The speakers for the first Carbon Clinic session included: Carbon Masters, Ends Carbon and Fife Council.

ACP is to be officially launched on 17 May at Lothian Chambers, on the Royal Mile in the heart of Edinburgh’s Old Town. This evening event will provide an excellent opportunity to network with a wide range of like-minded professionals plus an exhibition showcase of ACP’s corporate members. A range of investors, academics, entrepreneurs, students and other professionals will be in attendance to mark the beginning of an exciting new professional association that is working on the transition to the low carbon economy.

WANT TO KNOW MORE?
For more information about the work of ACP, current and past events, membership or participation in the 2012 Annual Conference, visit www.carbonprofessional.org or email info@carbonprofessional.org

Passports to global research

Each year the Business School offers up to three scholarships, each to the value of £1,000 per scholar, to enable students to travel abroad in order to study and research any aspect of business.

In March 2012, the winning students were awarded their prizes by Professor David Marshall, Director of Postgraduate Taught Programmes. The winners were Charlie Oliver and Nikko Karlo Robles who are both studying for an MSc in International Business and Emerging Markets, and Sarah Imbert De La Encina, who is studying for an MBA in International Business. Their topics of research are varied with Charlie looking at launching a high-end Scottish whisky in India, Nikko researching a stock market merger in Brazil, and Sarah looking at launching Spanish wines in China.

They are expected to undertake their travel and research during the summer holiday.

RIGHT: Professor David Marshall (second from the right) is pictured (from left) with Charlie Oliver, Sarah Imbert De La Encina and Nikko Karlo Robles, winners of the Robertson-Ness Travelling Scholarships.
After more than eight years with the MBA, I moved on to a new role in the School, that of Director of Quality and Accreditations, last autumn. It felt strange to leave it all behind.

Someone asked me if I was fed up with MBA students. Absolutely not! I have always seen our MBA students as the perk of my job. How can meetings with intelligent people from all over the world on a daily basis be anything but a perk?

I have had a great time as MBA Director; a challenge I had never considered until I was asked if I would take on the Directorship of the MBA in International Business from August 2003. I thought about it for no more than five seconds before accepting because how could you not be excited about taking on such a role? The job since grew to include the Directorship of both day-time MBA programmes, including responsibility for programme admissions – this was a very busy time for me – and then, more recently, the role as Executive Director.

So yes, I loved working with the MBA but the time had come to do something different. Just like your body, your brain needs stretching every now and again.

During last autumn, I handed over the MBA responsibilities to a number of different people while scratching the surface of my new role, which I took on full-time from November. It was full on from the start because we had an Association of MBAs (AMBA) accreditation coming up and I was to direct the process and deliver the reaccreditation document, some 600 pages in the end, by the end of January 2012. With excellent help from Rachel Blythe and many other people in the School, the document was presented to the accreditation panel in late February. At the time of writing, we are awaiting to hear from the International Accreditation Panel.

The new role is very different in nature. For one thing, I do not have people at my door almost all the time with questions to be considered or in need of coaching or advice. It requires interaction across the School, on all levels, as well as with College and the University, especially in the context of monitoring and reviewing our programmes. One thing that is on my mind, in particular, is to make sure we tell you what we have done to change our programmes as a consequence of what you told us in your feedback. In addition to that, interaction is required with AMBA and EQUIS, with whom we currently hold accreditation, and with AACSB, with whom we are working towards our first accreditation.

Having a Quality and Accreditation office is new to the School, so it will be a case of developing, co-ordinating and redesigning plans, processes and means of reporting – I did a mind map with reporting needs the other day and identified 42 areas for regular reporting. It will take time to build all these structures but I’m sure it will be enjoyable.

I would like to say a big THANK YOU to all the wonderful people who have supported me as an MBA Director; I could not have done it without you. And thank you to the MBA students that I have met over the years: I would have quit a long time ago if it hadn’t been for you!

Dr Inger Seiferheld

DR INGER SEIFERHELD EXPLAINS WHY SHE HAS MOVED ONTO A NEW ROLE IN THE SCHOOL

SOMEONE ASKED ME IF I WAS FED UP WITH MBA STUDENTS. ABSOLUTELY NOT! I HAVE ALWAYS SEEN OUR MBA STUDENTS AS THE PERK OF MY JOB. HOW CAN MEETINGS WITH INTELLIGENT PEOPLE FROM ALL OVER THE WORLD ON A DAILY BASIS BE ANYTHING BUT A PERK?

Dr Inger Seiferheld
Having graduated with an MBA from Edinburgh, one could argue that one of my reasons for becoming Director is to ensure that we move up the ranking so that the value of my own investment increases! Actually, my main reason is that I like spending time with MBA students – it’s a great privilege to learn from such an internationally diverse and bright set of people. Brad MacKay and Inger Seligerfeld did such a good job; they are a hard act to follow. My contribution to the MBA will build on their work, working with a good team.

We are focusing a lot on careers to make the whole programme more career led. Ros Claase, our new Careers manager, has rethought the whole experience to make it much more engaged with the world of business.

Eddie Cochrane’s skills and personal development contribution is hitting the right buttons for MBAs getting jobs supported by the Leadership and High Performance Teams week.

Student Projects Manager Douglas Graham, is helping to make sure that students spend consultancy project and Capstone project time working with businesses linked to career choice.

Jane Short and Toni Freitas also have big plans for the alumni network. So, the careers provision is improving year on year and hopefully results in better jobs for MBA graduates.

Pedagogy doesn’t sound very exciting, but it is at the heart of a good MBA. Teachers in the first semester have responded magnificently to the ‘active learning’ pedagogy. We now average three business speakers on each course, teach more to cases and relate assignments to current business issues.

We are moving in the right direction to support the transition from managers to leaders, and we are moving fast. Aidan Hetherington’s work bringing in over 150 senior business speakers a year is a great resource for the MBA.

There are lots of challenges ahead, including widening our international exchange network, maintaining the international spread of students and modernising assessments.

Student touch-points matter; the whole experience should be professional and friendly, that is the feel I want from my own work and what MBAs should experience. Our new dedicated MBA suite of office and leisure space in 17 Buccleuch Place helps.

I’m so proud to be MBA Director, confident in the team and happy with the students. Being 83rd out of 13,500 business schools in the world is fine, but I think we belong in the top 50 and I won’t rest until we get there. Happy times.
Supper to celebrate the Bard

THERE WAS A BIG TURN OUT FOR DANCING ON BURNS NIGHT

At the biggest Burns Supper yet, more than 200 students, alumni and staff attended the Business School’s annual event at Pollock Halls on Friday 27 January.

Simon Earp, Corporate Development Director, welcomed all guests on behalf of the School. The haggis was piped in by Calum Robertson, in readiness for Alistair Fenton (MBA Class of 1993) to address the haggis with his usual gusto. Our thanks to Alistair for his continued support of the event.

He was followed by Neha Singhota, a part-time MBA student, who delivered an inspiring Immortal Memory. Two full-time MBA students, Graham Allison (pictured right) and Anna Slizhevsksa, then gave a spirited Toast to the Lassies and Reply from the Lassies.

With dinner and speeches complete, the floor was soon cleared for the ceilidh dancing which was led by local band, The Occasionals. A favourite at the School’s Burns Suppers, they are always guaranteed to tempt even the most reluctant of dancers onto the floor.

Alumni enhance Postgraduate Open Day

On 18 November, the University hosted its annual Postgraduate Open Day. Following the central welcome in McEwan Hall, the Business School hosted nearly 50 interested prospective applicants. Several travelled from the Netherlands, Belgium and Norway to attend the event.

This year, we introduced alumni panels featuring successful local alumni. This gave alumni the chance to share their experiences of the programmes, and to talk about their careers since graduating. One panel was dedicated to the MBA, and the other to our portfolio of MSc programmes.

MBA alumni represented were Bing Wu Berberich (Class of 2008), Scot Carlson (Class of 2009) and Tom Spencer (Class of 2010). On the MSc panel, Mette Hansen and Pekka Santasalo (both Class of 2010) were able to talk about the MSc in Finance and Investment, Mo Yan (Class of 2010) shared her experiences of the MSc in Accounting and Finance, whilst Heather Webb (Class of 2009) talked about her time on the MSc in International Business and Emerging Markets, as well as sharing her experiences as a current PhD student.

To showcase the new building, tours were conducted throughout the afternoon. Candidates also had the chance to meet the Programme Directors and to mix with current students.
Joint debate helps to ‘change the model of NHS care’... in real time

More than 50 alumni had the opportunity to contribute to a real-time business case at a recent joint event between IMD and the Business School. The case, presented by Fiona Mitchell, Director of Operations at NHS Scotland, involved an innovation challenge facing Fiona and her team to ‘change the model of care in emergency medicine; by increasing ambulatory care services, reducing inpatient bed use and realising cost savings and efficiency improvements’.

Participants were presented with a background to the case and told of the progress and challenges faced by Fiona and her team to date, and were then asked to explore and debate new ideas on how Fiona and her team could drive innovation forward.

Dr Geoff Gregson, Lecturer in Entrepreneurship and Innovation, and Stefan Michel, Professor of Marketing and Service Management at IMD, facilitated the case discussion. Participants were divided up into groups following Fiona’s presentation, with each group proceeding to brainstorm ideas around six themes proposed by Professor Michel. Groups were then asked to write down their ideas and post them on a central white board under each of the theme headings. Following a discussion of these ideas among the larger group led by Professor Michel, Fiona was ‘presented’ with the post-it notes to further ponder these ideas.

Dr Gregson concluded the session with additional insights on innovation and change management. In his closing remarks, he suggested that one of the key challenges facing Fiona and her team relates to innovation implementation in large, complex organisations. He said: ‘Complex systems of multiple actors rarely change by fiat, so building a “crowd of innovators” to push against the barriers can be effective. This means more innovation in more places; at every corner of the system and at every level. Such an accumulation of positive deviations from tradition that prove themselves and receive support pushes at some part of the system and ends up triggering greater change.’ Another challenge, Dr Gregson suggested, is aligning incentives with the change process to further weaken the dominant operational paradigm that one is trying to change.

Participant feedback suggests that the innovation debate was a resounding success and it is expected that more such events will be facilitated between IMD and the School. Other positive outcomes have arisen from the debate. Professor Michel and Dr Gregson are currently working together to generate a case on innovation in emerging economies, given their joint interest in the topic. Further discussion is also under way between the School and Fiona Mitchell to generate projects for our postgraduates that support innovation in the NHS.

IMD, based in Lausanne, Switzerland, is one of Europe’s leading business schools, established in 1990 as the successor of two previously independent business schools: IMI, founded in Geneva by Alcan in 1946, and IMEDE, founded in Lausanne in 1957 by Nestlé. Incorporated under the name “International Institute for Management Development”, IMD is internationally recognised as a leader in executive education.
### Contacts Around the World

International alumni groups, set up by MBA alumni, are well established in a number of countries. Where numbers are smaller, we also have key MBA alumni contacts located in various areas of the world, or work in conjunction with other University of Edinburgh alumni groups.

We are keen to extend these groups to MSc and PhD alumni. If you are interested in getting involved, or if you would like to make contact with alumni in countries not listed below, please contact the Alumni Manager on alumni@business-school.ed.ac.uk who can help with identifying appropriate contacts.

<table>
<thead>
<tr>
<th>Country</th>
<th>Name</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Argentina</td>
<td>Rodrigo Salgado</td>
<td><a href="mailto:jrsalgado@chocolatesfenix.com">jrsalgado@chocolatesfenix.com</a></td>
</tr>
<tr>
<td>Australia</td>
<td>Todd Booth</td>
<td><a href="mailto:toddbooth@mac.com">toddbooth@mac.com</a></td>
</tr>
<tr>
<td>Brazil</td>
<td>Paulo Almeida</td>
<td><a href="mailto:pauloract@yahoo.co.uk">pauloract@yahoo.co.uk</a></td>
</tr>
<tr>
<td>Ghana</td>
<td>George Adjei</td>
<td><a href="mailto:gaadjei@wagrco.com">gaadjei@wagrco.com</a></td>
</tr>
<tr>
<td>Greece</td>
<td>Panos Georgakopoulos</td>
<td><a href="mailto:georgpak@yahoo.com">georgpak@yahoo.com</a></td>
</tr>
<tr>
<td>Iceland</td>
<td>Oli Klemensson</td>
<td><a href="mailto:olafur.klemensson@sedlabanki.is">olafur.klemensson@sedlabanki.is</a></td>
</tr>
<tr>
<td></td>
<td>Einar Skulason</td>
<td><a href="mailto:einarskula@hotmail.com">einarskula@hotmail.com</a></td>
</tr>
<tr>
<td></td>
<td>Sigurbjorn Gunnarsson</td>
<td><a href="mailto:sigurbjorn@lyfja.is">sigurbjorn@lyfja.is</a></td>
</tr>
<tr>
<td></td>
<td>Rebekka Valsdottir</td>
<td><a href="mailto:rvalsdott@gmail.com">rvalsdott@gmail.com</a></td>
</tr>
<tr>
<td>Indonesia</td>
<td>Handoko Bayumurti</td>
<td><a href="mailto:handoko@msn.com">handoko@msn.com</a></td>
</tr>
<tr>
<td>Japan</td>
<td>Koichi Sakamoto</td>
<td><a href="mailto:koichis115@yahoo.co.jp">koichis115@yahoo.co.jp</a></td>
</tr>
<tr>
<td>Madrid</td>
<td>Charlie Wilson</td>
<td><a href="mailto:charliepwilson@gmail.com">charliepwilson@gmail.com</a></td>
</tr>
<tr>
<td>Malaysia</td>
<td>Sanjay Saigal</td>
<td><a href="mailto:sanjay@saigal.com.my">sanjay@saigal.com.my</a></td>
</tr>
<tr>
<td>Munich</td>
<td>Claus Doerfler</td>
<td><a href="mailto:claus.doerfler@bmw.de">claus.doerfler@bmw.de</a></td>
</tr>
<tr>
<td>Shanghai</td>
<td>Martin Jensen</td>
<td><a href="mailto:martinjorth976@hotmail.com">martinjorth976@hotmail.com</a></td>
</tr>
<tr>
<td>South Africa</td>
<td>Yoni Titi</td>
<td><a href="mailto:yoni@yoniti.com">yoni@yoniti.com</a></td>
</tr>
<tr>
<td>Singapore</td>
<td>Jay Jayaseelan</td>
<td><a href="mailto:rasaikjay@yahoo.com">rasaikjay@yahoo.com</a></td>
</tr>
<tr>
<td>Switzerland</td>
<td>Charles Barber</td>
<td><a href="mailto:charles.barber@bluewin.ch">charles.barber@bluewin.ch</a></td>
</tr>
<tr>
<td></td>
<td>Markus Kuenzler</td>
<td><a href="mailto:mark.kuenzler@gmx.net">mark.kuenzler@gmx.net</a></td>
</tr>
<tr>
<td></td>
<td>Etienne Rumo</td>
<td><a href="mailto:etienne_rumo@bluemail.ch">etienne_rumo@bluemail.ch</a></td>
</tr>
<tr>
<td></td>
<td>Susanna Teinila</td>
<td><a href="mailto:susannateinila@hotmail.com">susannateinila@hotmail.com</a></td>
</tr>
<tr>
<td>Thailand</td>
<td>Vishnu Somboonpeti</td>
<td><a href="mailto:vishnu_somboonpeti@yahoo.co.uk">vishnu_somboonpeti@yahoo.co.uk</a></td>
</tr>
<tr>
<td>Toronto</td>
<td>Josh Gillespie</td>
<td><a href="mailto:josh.gillespie@algonquinpower.com">josh.gillespie@algonquinpower.com</a></td>
</tr>
</tbody>
</table>

### Around the Globe to Attract Students

The School has attended a number of QS World MBA and Grad School fairs internationally over the past few months, which bring together the world’s top universities with prospective students. They provide an excellent opportunity for the School to meet with prospective students face to face and allow the students to meet with alumni who have been through the programme and can share their experience.

The US was the destination for Audrey Healy, Marketing and Communications Manager, in February, when she visited Washington, Boston and New York. In Washington, she was assisted by Kevin Fagan (MBA Class of 2005).

This was then followed by attendance at the MBA fair in Toronto, which was attended by Elizabeth Gorrilla, Student Recruitment Manager, with the help of Jeff Sablatnig (MBA Class of 2011) (pictured below). Elizabeth also met with Valerie Bell (MSc International Business and Emerging Markets Class of 2011) and James Hunter (Edinburgh University Club of Toronto) for dinner while in the city.

In March, Elizabeth then travelled to St Petersburg, Moscow and Almaty. In Moscow, she was assisted by Maria Maximova (MSc Finance and Investment Class of 2008) (pictured above), and in Almaty, she was helped by Anel Baimuratova (MSc Marketing Class of 2011) and Aida Amanova (MSc International Business and Emerging Markets Class of 2007).
A NEW OFFICE THAT HAS BEEN SET UP IN SÃO PAULO WILL HELP THE UNIVERSITY TO DEVELOP AND SUPPORT PARTNERSHIPS ACROSS ACADEMIA, BUSINESS AND INDUSTRY IN LATIN AMERICA

Outpost in the Americas due to open in 2012

In a further strengthening of the University’s strategic network of overseas offices, which already includes China and India, the University will officially launch a new Office of the Americas later this year in São Paulo at the Centro Brasileiro Britânico.

Latin America is an important and dynamic part of the world. There are shared common agendas between the UK and Latin America across key challenges, including health, environment and development and the new office will ensure that the University can more effectively contribute to and benefit from the enormous potential and opportunities for Edinburgh’s engagement across the region.

The new office will ensure that the University is strongly positioned to develop and support partnerships across academia, business and industry in Latin America. The initial focus will be to support the University’s partnerships across Mexico, Brazil, Chile and Colombia and provide intelligence and support for staff of the University who are seeking to develop their collaboration with the region.

Dalinda Perez Alvarez Rodrigues has been appointed as the Director of the new office. She has substantive experience in higher education and international engagement across Latin America from previous roles with the British Council Mexico; Australian Embassy – Mexico; Universidad Autónoma de México (UNAM); the Mexican Foundation for Education, Science and Technology and the Australian, New Zealand Mexico Business Council ANZMEX.

Dalinda has experience in international projects involving Brazil, Colombia, Peru, Mexico and Chile and speaks Spanish, English and Portuguese. A Mexican national, she is currently completing her Mlitt in International Business at the University of St Andrews.

Find out more
Want to know what to see and do in São Paulo? Turn to an insider’s guide to the city on pages 16–17.

Diversity through scholarships

The School is committed to a diverse international student body for its Masters programmes. To stimulate a wide range of additional applications and to actively support those students who have accepted a place with us, we recently launched a range of Masters scholarships, valued at £5,000 each.

These include the INTERACT Scholarships, which are open to those who live in India, Norway, Turkey, Russia, Canada or Thailand. There are also a number of Business School Commonwealth Scholarships, available to offer holders from the Commonwealth countries.

Bearing in mind that the School is also keen to attract students from the UK, two additional scholarships were launched: the UK Military Scholarship, open to former members of the UK armed forces; and a UK Student Scholarship, designed for UK citizens who have completed their degree in the UK in the past three years.

The deadline for applications is 31 May 2012 and applicants will be required to write an essay entitled ‘Describe your determination to complete your MSc programme and the positive contribution you believe the programme will make to your career and the global business society’ as part of their application.

WANT TO KNOW MORE?
For more information, visit the relevant MSc pages at www.business-school.ed.ac.uk
PAULO EDUARDO RACT (MBa CLASS OF 2000) OFFERS A PERSONAL GUIDE TO SÃO PAULO

WHY IS SÃO PAULO THE PLACE TO GO?
São Paulo is the right place to go if you want to do business in Brazil. It is the largest corporate and financial centre in South America. More than 60 per cent of all head offices of established multinationals in Brazil are located there and it accounts for £199.2 billion of Brazil’s GDP.

São Paulo is one of the world capitals of luxury, entertainment and gastronomy with thousands of restaurants, bars, shopping malls, parks, museums and monuments. The city is a leader of urban tourism due to its mix of sophistication, refinement, nightlife and a plethora of events, fairs and attractions.

WHERE TO STAY?
The city has 400 hotels and 350 motels that fit all tastes and budgets. If you are travelling for business, you may prefer the high-end hotels in the business centres at Paulista and Berrini areas. If you are looking for nightlife, stay in the Jardins, Itaim Bibi or Vila Olímpia areas. Shoppers can choose between Jardins, Vila Olímpia and Santo Amaro where the most exclusive shopping malls are located. For cultural life, I recommend staying in the city centre area (Consolação, República and Centro). Visit www.booking.com or www.expedia.com to find a hotel.

WHERE TO EAT?
São Paulo has 12,500 restaurants and 52 different types of cuisines. I would recommend trying Brazilian cuisines. We have the Bahiana cuisine (north Brazil) which is spicy and uses lots of seafood, Mineira (central Brazil) which has pork, beans and lots of flavours, Capixaba (southeast) with a lot of fish and has different aromas, Gaucha (south) with a lot of meat cuts and the Paulista (southeast) with corn, pork and chicken.

For a business lunch, I recommend Rubaiyat (www.rubaiyat.com.br) or Fasano (www.fasano.com.br) where you can taste the best the city can offer. For leisure, Fogo de Chão is a good choice. If you are shopping in a premium mall, they all have nice restaurants.

The most common restaurant type in the city is the pizzeria. Try Babbo Giovanni, 1900 and PizzaBros to start with. In the Bela Vista quarter there are traditional Italian cantinas.

The third most common restaurant type is for Japanese food, as São Paulo has the largest Japanese colony outside Japan. If you have time, visit the Japanese town where you can eat in a traditional restaurant.

São Paulo also has thousands of bars and bistro where you can eat a light dish or canapés and have beers or drinks in a relaxed environment. You can even find good English pubs. The best ones are in Moema, Vila Olímpia, Jardins and Vila Madalena. I suggest taking a look at www.timeout.com.br/sao-paulo/bars to find one that suits you.
GLOBAL CONNECTIONS

Brazilian are quite informal in social life and expansive in their gestures. It derives from the cultural influence of the Italians, Portuguese and Africans. But when it comes to business etiquette, that informality is not acceptable in meetings. The dress code is normally a suit, especially in banking. In industry, a blazer can be used.

There is no special rule regarding the best hours for meetings. You just have to be on time and if you are going to be late, call in advance. It is quite common to face traffic jams in the city.

The language is not an issue in business meetings. It is quite normal to hold meetings in English due to the large amount of multinationals in Brazil.

WHAT TO SEE?
If you have little time to see the city, start your visit at the city centre at the Pinacoteca. Take a walk through the Luz Park to the Luz train station. Its building was brought from England and it resembles Big Ben and Westminster Palace. It holds the Museum of the Portuguese Language.

From there, go to the Ipiranga Avenue and the Republic Square. If you have time, go for lunch at the Terrace Italia Building just across the street. It has a rotating restaurant in the top floor with a beautiful view of the city. Next, go through old narrow streets towards the Opera House and cross the Vale do Anhangabaú to reach the São Bento Monastery.

The futures stock exchange is then just a three minute walk away, and through its aquarium you can see the trading sessions.

The Banespa building is just beside the stock exchange. It resembles the Empire State Building in New York and has a museum on the ground floor. From its belvedere you can see across the city centre as it is the third tallest building in São Paulo.

Take a taxi to Paulista Avenue, the city business center. Visit MASP (The Modern Art Museum of São Paulo) and the Trianon Square just in front of it.

Passing through the corporate building until the other end of Paulista Avenue, visit the Casa das Rosas (Roses House), a mansion built in 1935 that holds a museum. From there, go to Ibirapuera Park, one of the largest parks in town.

It has three artificial lakes and its premises hold the MAM (The Modern Art Museum), the planetarium, and the Bienal building, which was a project by Oscar Niemeyer, a prominent Brazilian architect. It was made similar to Hyde Park in London and Central Park in New York.

HOW TO GET THERE AND HOW TO GET AROUND?
The International Airport of São Paulo in Guarulhos has several daily flights from the major cities of Europe and the Americas. The journey from the twin city of Guarulhos to São Paulo is 30 minutes. You can either use the airport bus service or take a taxi which is more expensive, but faster.

If you are already in Brazil, take a flight to Congonhas Airport which is located in Moema, a district of the city.

Moving around the city can be quicker if you take the subway, especially during rush hour, but it does not cover all city regions yet. You can also take a taxi or a bus.

As the city is big and spread out, you may also consider renting a car, and don’t forget taking a GPS.

Although English is not the spoken language, in restaurants and other shops there will always be an English speaker who can help you.

BUSINESS ETIQUETTE

Did you know?
São Paulo is the sixth largest city in the world and the largest city in Brazil with 19.7 million inhabitants.
ERWIN LOSEKOOT (MBA CLASS OF 1995) EXPLAINS WHY HE MOVED TO NEW ZEALAND AND WHAT HAS KEPT HIM THERE

HOW DID YOU END UP IN NEW ZEALAND?
I did my first degree in Hotel and Catering Management at Strathclyde University’s Scottish Hotel School, followed by operational roles with P&O Princess Cruises in Alaska and Mexico, Sheraton in Edinburgh and Cameron House Hotel by Loch Lomond.

After graduating with my MBA in 1995, I moved to London to work for Crowne Plaza Hotels at Heathrow and then Technicolor Video Services in a quality assurance role, before coming back up to Scotland to the position of Sir Hugh Wontner Lecturer back at Strathclyde University.

After ten years in that role teaching in Glasgow, Tehran and Hong Kong, I decided to look further afield. Auckland University of Technology in New Zealand was looking for a Senior Lecturer in Hospitality Management (promotion but a pay cut as salaries in New Zealand are not great), and after a telephone interview I was offered the job and started in July 2009.

It was slightly daunting to get on a plane to somewhere you had never set foot for a job in a university you did not know much about, but I really need not have worried.

Despite being about as far from Scotland as you can get, it is a remarkably easy place to live. New Zealanders drive on the same side of the road, the main language for business is English (though it is officially a bi-cultural and bi-lingual country with the Maori language Te Reo), and pretty much everything works the way you expect it to.

WHAT’S THE COUNTRY LIKE?
Of the 4.5m people in New Zealand, 1.2m live in the Auckland region, and with a land mass the size of the UK, you can see why the country’s 45m sheep don’t feel crowded.

While most of the North Island has a year-round pleasant climate only requiring an umbrella and a fleece for chilly days, the weather can get bitter down in Dunedin and Invercargill on the South Island – not surprisingly, this is where the early Scots settled! New Zealand also claims to have the highest number of pipe bands per head of population in the world, and I was not surprised on a recent day-trip to the wine-growing island of Waiheke (a 40 minute ferry trip from central Auckland) to discover a
thrusting Scottish Country Dance Society.

Summer is December to February, which means that the school year starts in February with a short mid-winter break in July before finishing for the long summer holidays in November. This takes a little getting used to, and Christmas day is traditionally a BBQ on the beach.

WHAT MAKES THE PLACE SPECIAL?
New Zealand is one of the few countries where the indigenous people were never conquered. This perhaps explains the fascination of the 2.5m international visitors last year with New Zealand and Maori culture.

Discovered and named by Dutch sailor Abel Tasman, it was Captain Cook on the ship Endeavour who recorded the first landing.

By 1840 the missionaries in Australia's New South Wales were sufficiently worried about what the whaling ships were doing to the native Maori population to persuade Queen Victoria to initiate an agreement between the British Crown and several hundred Maori chiefs which became known as the Treaty of Waitangi, which was signed in 1840.

Many other groups have since arrived and settled. The Chinese have been here since the goldrush of the 1870s, and many Europeans (known as 'Pakeha' in the local terminology) arrived in the post-war 1950-60s. More recently there has been another swell of Chinese immigrants and also Pacific Islanders mainly from Samoa and Tonga and Korea.

There is also a considerable number of immigrants from South Africa. The end result is that you walk down Queen Street (Auckland's version of Edinburgh's Princes Street) and have no idea who the 'real' kiwi is – and nor does it matter! So long as everyone who arrives is prepared to leave their personal baggage behind, stops for people waiting at pedestrian crossings, says 'thank you driver' before getting off the bus and responds to the standard question from retail workers of 'How are you?' with 'I'm good, how are you?', then everyone is welcome.

WHERE DO YOU LIVE IN NEW ZEALAND?
I live on Auckland's 'North Shore' district called Birkenhead, which is a short 20 minute bus ride into the Central Business District where my university has one of its three campuses. The harbour bridge is a source of much wailing and gnashing of teeth and anyone who does a 40 minute commute to work is considered super-human.

Most people expect to live within about 20 minutes of a beach and while kiwis do work long days (8am-5pm), they also take their weekend leisure time seriously, with plenty of opportunities for tramping (hiking), camping and all sorts of watersports (triathlons for 10 year olds are common!).

I am involved in the YMCA Marathon club which has 150 members who show up for a Sunday morning long run (www.ymcamarathon.org.nz) and I am a scout leader with All Saints Birkenhead Scout Group (www.scouts.org.nz) having earned my warrant with 1st Cardross in Scotland.

WAS IT A GOOD MOVE?
I have been here almost three years now and love it. I know of very few people who have come here and then left again. We might be 11,000 miles away, but with excellent broadband you can reach anyone anywhere on Skype.

ANY ADVICE FOR OTHERS THINKING OF RELOCATING THERE?
I arrived with very little information, but there is lots out there to help you. I started with the traveller's bible (www.lonelyplanet.com/new-zealand) but there are also government websites (such as www.immigration.govt.nz/migrant).

There are a large number of 'consultants' who will help you through the maze of forms/visas for a fee, but I simply followed the instructions. It meant I saved a bit of money but it might have been less frustrating to have someone negotiate the system for me (and most relocation packages include an allowance for this).

Once here, I discovered that a fellow University of Edinburgh MBA graduate (Danny Ho, MBA Class of 1990) is a solicitor with DG Law specialising in immigration (email dannyh@dglaw.co.nz or visit www.dglaw.co.nz) and he would love to hear from any fellow alumni thinking of heading this way.

‘DESPITE BEING ABOUT AS FAR FROM SCOTLAND AS YOU CAN GET, IT IS A REMARKABLY EASY PLACE TO LIVE. WE DRIVE ON THE SAME SIDE OF THE ROAD, THE MAIN LANGUAGE FOR BUSINESS IS ENGLISH, AND PRETTY MUCH EVERYTHING WORKS THE WAY YOU EXPECT IT TO’
The Greek economic tragedy continues. Ever since 2008, when Greece admitted it had been living beyond its means, its economy has gone from bad to worse. Greece became the pariah of the bond market, forcing an international multi-billion euro bailout, and the establishment of a ‘technocrat’ government which launched a severe austerity budget bringing misery to its citizens.

Protests have been held, riots have broken out and the mounting social crisis has even resulted in its first martyr: 71-year-old Dimitris Christoulas, a retired dentist who shot himself in front of the Greek parliament leaving a suicide note that stated he preferred to end his life with dignity rather than end up “scavenging through garbage looking for food”.

Despite another €130 billion rescue package from the European Commission, European Central Bank and the International Monetary Fund – known as the “troika” – the Greek economy is still in a precarious situation. The austerity measures implemented to bring down government spending as part of bailout conditions are hitting Greek people hard. Unemployment is more than 20 per cent and it is estimated that half the country’s young people are now without a job – the first time in Greece’s post war history.

For Eri Lefherioti (MBA Class of 1997), the situation is very difficult. She’s without a job and surviving on her dwindling family savings.

Eri had worked for INTRaCOM SA, Greece’s largest telecoms company, since 1994 and for six years had worked as a Bids and Contracts Manager. That was until she was made redundant in February 2011 because there was very little work to bid for and literally hardly any contracts to negotiate.

She explained: ‘In the good years, the company relied on winning more business in the domestic market but a change of government and political allegiances meant it got harder to win contracts. INTRACOM was too late in getting into the international market to make a real impact. In the last two years we were bidding for contracts in the Middle East and Asia but by then the competition was fierce.’

For the past 12 months, Eri has been applying for hundreds of jobs, many of which she was overqualified for.

She’s frustrated by the situation: ‘You need someone on the inside to get a job in this country. By the time a job is advertised, someone has already got it. It’s just the way in Greece.’

Eri’s now looking for jobs overseas, and has used the international alumni network, but other European countries have economic problems of their own. She’s even taking German lessons to enhance her skills as she used to speak the language when she worked in Switzerland for three years in the early 1990s.

‘Germany’s economy is still strong and I’d rather work in a department store than be unemployed here,’ said Eri.

She’s not the only one seeking to leave
the mother country. According to the German Federal Statistics Bureau and Greek government statistics, Germany has become the primary destination for Greeks, but they are also prepared to go further afield.

Australia has seen a 20 per cent increase in short-term arrivals of Greek citizens in the six months to the end of November 2011 – up to four thousand people. The Australian embassy in Athens has encouraged immigration, but when they hosted a jobs fair for 800 vacancies, they were inundated with more than 10,000 applicants.

Eri said that many of her friends are also looking for jobs in Europe: “Although we are

YOU NEED SOMEONE ON THE INSIDE TO GET A JOB IN [GREECE]...
GERMANY’S ECONOMY IS STILL STRONG AND I’D RATHER WORK IN A DEPARTMENT STORE THAN BE UNEMPLOYED HERE”

Eri Leftherioti

CONTINUED ON PAGE 22 >>>
supposed to have free movement for workers which means that every EU national has the right to work, and live, in any other EU country, there are still barriers such as language and the ease of employing a national instead of a foreigner. And there are considerable costs to getting into Canada and the US.

‘My husband has relatives in the USA that could sponsor him but it costs $5,000 and although he is a qualified lawyer, he would not be able to practise there as they have a different legal system.

Even back in 2010, a survey (for To Vima newspaper by Kapa Research) showed that seven out of ten graduates in Greece said that they wanted to work abroad, with four in ten actively looking for opportunities in other countries.

The unemployment problem is even more acute for new graduates as an OaED study (Greece’s labour organisation) showed that for the 600,000 young people who graduated from Greece’s universities and colleges over the past 15 years, there were only 250,000 new jobs created during that time.

And as austerity measures cut deeper, more businesses have to cut back on staff or are even going to the wall.

Greece’s economy is estimated to have shrunk by a fifth since 2008 shedding 600,000 jobs – more than one in ten.

Unemployment has been rising and as of January 2012, it stood at 21.8 per cent – a new record and twice that of the eurozone average. The biggest hit are young people in the 15-24 year old bracket where unemployment has topped 50 per cent. This is all increasing unemployment benefit costs and affecting the government’s ability to balance its books to meet its budget targets.

Even those with jobs are not in a very secure situation, particularly in the public sector. Under the terms of the bailout, Greece has cut its gross minimum monthly wage by about 20 per cent to 580 euros and has agreed

How the crisis happened...

Some of the blame behind Greece’s economic woes could be laid at the door of 46 Pireos Street, Athens: the headquarters of the Greek Statistics Office.

Its 2009 deficit calculation showed that Greece was already in a worrying position at 12.7 per cent. But when the figure was recalculated at the end of 2010, the real size of the problem was revealed: a deficit of 15.8 per cent with debt making up 126.8 per cent of GDP. And this set alarm bells ringing around the world.

In the past, this had not been much of a problem. Being a member of the eurozone meant that Greece was a “safe bet” for investors and money flowed into the country. However, over the years Greece spent more than it was receiving – a problem exacerbated by a culture of tax evasion, generous state pension scheme and a shrinking economy.

As the deficit grew, investors took flight and the country was left with an increasing debt and interest burden. In 2010, Greece was bailed out to the tune of €109 billion, and recently the government has secured another bailout of €130 billion, subject to restructuring its debt with its creditors and implementing a severe economic austerity package.

Professor Jens Hagendorff, Martin Currie Professor in Finance and Investment at the Business School, said that Greece’s woes are attributed to ‘fiscal indiscipline’ over a number of years – and a long-held belief that if ‘push came to shove’ there would always be a bailout!
to lay off 15,000 public sector workers by the end of 2012.

Eri’s husband, although he has a job for a publishing company, is in an unenviable situation of not having been paid for more than eight months since the company filed for bankruptcy.

Eri explained: ‘The company’s still trading but he’s not getting paid. He’s taken the company to court, but it’s the creditors that will get paid before him – and if he leaves he’ll lose all the money owed to him. But he can’t leave because there are no jobs!’

The big question for Greece – and indeed for Europe and the rest of the world – is whether the country will default and leave the euro zone to embrace the drachma again. Eri believes the interdependence of the euro zone economies means that Greece should stay within the euro.

‘If we leave the euro and devalue the drachma, we will be in a poorer state and that will be of no benefit for a country like Germany, which needs to sell its products to us. They lose out too if we leave the eurozone.’

She believes that the majority of Greek people are still in denial about the perilous economic situation in the country and they are not fully aware of the economic and social consequences.

She said: ‘I don’t think people realise how hard it is going to get. I’m not optimistic about the future; in fact, I’m actually scared.’

Jens explained: ‘It was not just the Greek government’s fault. Foreign investors are just as much to blame for thinking that Greece was a safe place to invest because of a bailout.

‘Since the crisis there has been massive debt restructuring, but there will still be an uphill struggle to bring Greek debt to sustainable levels. Even under best-case scenarios, Greece will still have a debt to GDP ratio of 120 per cent at the end of this.

‘Greece has a long road to travel. It’s got to regain the confidence of its creditors, Brussels and other EU countries. It would appear that most Greeks want to remain in the eurozone but you can already see in some European capitals, such as Berlin and Amsterdam, that it is becoming increasingly difficult for governments to convince the electorate that more bailout funds should flow to Greece.

‘The austerity is particularly hard on the Greeks themselves because it does not necessarily affect the same people who benefited during the good times. Youth unemployment is now at 50 per cent – the burden of these austerity measures has fallen on different shoulders, and that’s unjust.’

If someone loses their job, the next choice is to emigrate (Europe or Australia and Canada), if they can afford it, of course. Also, many have started to emigrate or look for a new job abroad due to the difficult working conditions – poor salaries, low compensation, many hours of work under so much pressure.

People are angry, disappointed, depressed (consumption of pills for depression has risen by up to 70 per cent), and financially and psychologically exhausted! We don’t know if there is any light at the end of the tunnel.

‘If someone loses their job, the next choice is to emigrate (Europe or Australia and Canada), if they can afford it, of course. Also, many have started to emigrate or look for a new job abroad due to the difficult working conditions – poor salaries... and many hours of work under so much pressure’

Stavroula Papadopoulou
The Western capitalist model is failing a significant proportion of the population, warned Helen Chambers, Head of Delivery and Strategy at Inspiring Scotland, addressing a special event hosted by the Edinburgh Entrepreneurship Club.

In a discussion of whether social enterprises can provide an effective model for ‘caring capitalism’, Chambers urged action to help the ‘significant portions of the population for whom life is not getting any better’, warning attendees that ‘your business is going to struggle if we don’t find solutions.’

‘If we don’t deal with kids who are living with drug and alcohol abusing parents, for example, they won’t have the skills to work in your high-tech enterprise,’ she explained.

‘It’s a moral issue, certainly; it’s an issue for you as a human being. But if that stuff doesn’t move you, it’s also an issue for you as business people.’

With one in three Scottish children living in poverty, and one in six 16-19 year-olds not in employment, education or training (NEET), the purely economic argument in favour of social enterprise certainly seems compelling. It is also an idea which has gained considerable momentum in Scottish and UK-wide political circles, as a means of harnessing private sector resources and expertise to tackle deeply entrenched socio-economic problems.

But, even among its strongest proponents, the practical and philosophical underpinnings of the social enterprise model remain somewhat fluid. Chris Horne’s moment of enlightenment came after a very traditional, profit-focused undergraduate education.

‘Although it was acknowledged that we weren’t all going to end up in the same industries, performing the same roles, there was an assumption that we would only be interested in maximising profits in any way possible,’ he recalled.

For Chris, the idea that an individual business’ commercial success could be so easily separated from wider society sat uneasily. Starting his career in a recruitment role, he quickly found he got most satisfaction from his work with growing technology companies, where new jobs were being created and local economies visibly boosted.

‘That was a really interesting dichotomy for me,’ he said. ‘That idea that, while the businesses I typically work for were for profit, actually the knock-on effect was that they were having a positive social impact.’

Attendees at the Edinburgh Entrepreneurship Club event hear a range of views on the value of social enterprises.
Deciding to pursue this strand, in 2008 Chris moved to Pilotlight, a social enterprise dedicated to matching experienced business people to charities with a specific skills gap. He recently moved again, this time to a sustainability role in an international financial institution.

Admitting some reservations about the financial services industry in general, Chris nonetheless made a strong distinction between businesses cynically engineering a sheen of responsibility, and those making a genuine commitment to embed social sustainability at the heart of their culture and policies.

Helen Chambers echoed this sentiment even more forcibly, warning against a possible future backlash against the entire social enterprise movement, if the banner (as loosely defined as it is) is co-opted by big business looking for an ‘ethical wash’.

Chris’ path to what he terms ‘capitalism with a heart’ is mirrored by the very different career choices of Mary Duffy, Assistant Director at Barnardos. She has chosen to eschew big money business, in favour of the third sector.

Like Chris, though, Mary quickly discovered that personal and commercial ethical choices are rarely clear cut.

‘A lot of the people I graduated with have moved into extremely high-powered roles and accumulated significant personal wealth in the process. That wealth and network of connections have allowed them to become a significant force for good. For example, one of them has just been working with the mayor of New York to reform its education system. That’s huge.’

Today, she is passionate about the idea that business thinking can not only help solve social challenges, but also that the social sector represents a big opportunity for a new breed of entrepreneurs.

‘One of the definitions of an entrepreneur is someone who doggedly pursues an idea without any consideration of resources,’ she said. ‘They just look for an opportunity or a problem to solve and push ahead with the confidence that the market is there. And if you’re looking for problems in that way, you never have to look very far in the social sector; we have plenty.’

Citing examples ranging from Teach for America’s Wendy Kopp to Muhammad Yunus – who founded Grameen Bank, the world’s largest micro-finance service, after observing the scourge of loan sharks in his local community – Mary argued that commercial and social success are not mutually exclusive.

However, like Helen and Chris, she also sees some challenges in the explosion of interest in the social enterprise model.

‘Scale is something which comes up a lot in social enterprise circles at the moment,’ said Mary. ‘I’m worried there’s a kind of snobbery emerging, that small projects aren’t being taken seriously. It’s all ‘Big Society’ and looking for the big wins which will make huge changes.

‘I really have two problems with that: First, a lot of social enterprises are small and local and they need to be that way. Second, we have scale already in the public sector, through our school system and our health system. So, I’d argue that we’d be better building on that, than building a parallel sector of large-scale projects.’

Any reservations aside, there is undeniably a growing interest among the public, private and third sectors around the potential of social enterprise. But are we any closer to pinning down that elusive definition? While social enterprise remains an idea which can manifest itself in many different forms, Helen concludes that a clearly defined ‘social mission’ is the key ingredient.

‘A specific, measurable social mission places this sort of activity onto a similar footing as the traditional financial bottom line. Your mission might be to improve educational outcomes or reduce smoking-related illness in the local community. But the important thing is that the ‘core’ business is consistent with achieving this social mission – that’s how you tell true social enterprise apart from “ethical wash”.’
The School is continually investing in careers support for our students, and has recently appointed a new Careers Manager, Ros Claase, who is responsible for designing and delivering the careers support and development strategy across the School. Her strategy focuses on three main strands – skills development, opportunities and networking.

The School has made a strategic decision to invest in career development provision across all programmes. Performance in the Financial Times rankings is heavily dependent on the salary of our MBA graduates three years post-graduation, so it is important we give our MBA students as much support as possible. The jobs market is also increasingly tough for our Masters students.

Careers advice and guidance is therefore vital in enhancing our students’ experience. Indeed, anecdotal feedback from the admissions team is that more and more applicants are looking for information on career development and postgraduate careers information.

While Ros’ focus is primarily on the postgraduate students, she has overall responsibility for the Business School careers strategy, including undergraduate, and will be working very closely with the University’s Careers Service in delivering this.

Ros works in tandem with Aidan Hetherington, the School’s Careers and Corporate Relations Manager, providing a joined-up provision for students. Aidan works with the external employment market, building strong reciprocal relationships that can lead to recruitment opportunities.

Ros’ focus is on working with the students, giving them coaching and development, working with them on their CVs, interviewing skills and providing bespoke support that the challenging recruitment market requires. For MBA students, the careers support includes one-to-one CV and interviewing sessions, Occupational Personality Questionnaires (OPQs) and skills sessions. For the Masters students, she will offer group sessions and other events, among other interactions.

This also links in to the work that Douglas Graham (Student Projects Manager) is doing on student projects and internships, which contributes to students’ career development. These projects are designed to build professional skills and embed graduate attributes in students.

Ros will also be working closely with alumni, marketing and student recruitment teams. A key part of her role is to continuously articulate and reinforce to students the career provisions that the School is providing to them.

Ros is engaging with a range of staff across the Business School, in particular to support programme teams in the delivery of their courses. Most programmes have elements that are already delivering career skills to students and she will be supporting Programme Directors in order to help articulate the graduate attributes embedded into the programmes.

### ABOUT CAREERS MANAGER ROS CLAASE...

Ros Claase joined the Business School in November 2011 as Careers Manager. Immediately prior to this role, Ros managed the TalentScotland Graduate Placement Programme, working with companies and universities across Scotland.

With a background in recruitment, Ros spent seven years at Goldman Sachs in London and Frankfurt, managing analyst recruitment across Europe, the Middle East and Africa, as well as India. She also worked as a Resourcing Partner for Barclays Wealth, with responsibility for operations recruitment across the UK and off-shore islands. Ros is also CIPD qualified.

With this diverse background, Ros brings unique experience to the Business School and will coach and develop students to approach their career development and job search with success.
Guest speakers who come along to present to students can also feed into the career development and networking skills of students. Ros will be looking at opportunities to get as much as possible from visitors to the School. By deepening and broadening our relationships with potential employers, we can create more effective and employable graduates. Everything we do should be about managing our resources to the advantage of our students and alumni.

New opportunities that Ros will explore for the new intakes in September include mentoring, which could leverage alumni but also tap into the School’s corporate relationships and equally look for opportunities within the School to perhaps use more experienced postgraduate students as mentors for those less experienced.

Communication is key to the delivery of outstanding career services and Ros will use the website to better articulate our career provision as well as looking at targeted career-specific mailings to corporate partners and new potential recruiters. Ros will encourage all staff to look at their networks to see how they could benefit our students.

---

**WANT TO KNOW MORE?**

If you would like to get in touch with Ros for careers support or to offer your help as she develops the careers strategy, please contact her on rosalyn.claase@ed.ac.uk

---

**KEEP YOUR CAREER ON TRACK**

Whether you are established in your career or planning on making a move, it is always a good time to reflect on your career development and aspirations. Here are Ros’ top three tips for managing your Continuous Professional Development.

**TAKE STOCK**

Take a step back and reflect on your career to date. What have been your key achievements? How about key challenges overcome? What have you learned? What are your key strengths and areas for development? What are your career goals – and how are you going to make these happen?

You won’t be able to answer these questions in five minutes. Take time out to reflect on these questions and give them some meaningful thought. And remember to document these reflections, so that you can hold yourself to your plans. This exercise shouldn’t just be when you hit a roadblock in your career, you should be actively reflecting on your professional development regularly, at least once a year.

**PLAN**

After reflecting on your career, now is the time to make a development plan. An easy way of doing this is to answer the following questions for each of your learning and development needs:

- What do I need to do to address this?
- What resources do I need?
- Who can help me?
- What is my timescale?

As with any plan, make sure you are being SMART (specific, measurable, achievable, realistic and timebound).

Think broadly about what you need to do and the people and resources around you. Professional development isn’t just about attending a training course – you may want to get a mentor, or indeed become one yourself.

Do you involve yourself in networks sufficiently in order to expand your professional horizons and share your own expertise? Would it be worth getting involved in different kinds of projects at work or in your local community to develop a particular skill set? All these tools can be used to help build on a specific development need.

**TAKE ACTION**

It’s time to put those plans into action. Just as you took time to reflect on your development needs, ensure you also take time to enact your development plan. You may need to set time aside for a course, and you need to make time to engage with your manager or business partner to discuss your plans and how they can support you in achieving these goals – remember, career development isn’t always about shifting jobs, so your organisation should be supporting you to ensure you are as effective as possible in your current role.

Professional development is ongoing, so once you have implemented your plans, don’t forget to continue the process by taking stock, planning and taking further action.
A run for his money

John Laurie (MBA Class of 2010) enrolled on the University of Edinburgh’s MBA programme looking for a way to escape from the fitness industry he’d spent his working life in.

Little did he know at the time that he would soon find himself back in the industry – but this time with his own exciting venture, and armed with fresh business expertise.

‘I had built a decent reputation for myself managing a number of health clubs after studying for an HND in health and fitness at college,’ he said.

‘I worked as a fitness trainer and took referrals from GPs who wanted their patients to have some exercise therapy, and went on from there to become manager of a big national health and fitness club.

‘I was appointed by some of the UK’s top companies to run and open new clubs around the country and was headhunted by a group of consultants with big contacts in the Middle East.

‘But I realised that most of my qualifications were practical ones. My transferrable skills had little weight because the leisure industry – even now – doesn’t have a lot of business kudos attached to it.’

John decided to study Edinburgh’s MBA to give him the learning he felt he needed to take his career in another direction.

This led him back into the industry he’d always known. While engaged on the MBA, John worked as General Manager for a leading health club brand.

He needed the income. On the way to his MBA interview he found out his wife was expecting their first child. ‘I knew the fitness business inside out and the job at Bannatyne’s let me focus on my studies,’ he said.

While there, John, and Bannatyne’s Sales and Marketing Manager Paul Duffy, were approached by a corporate client who asked if the company would be interested in a venture that was new in the UK – American-style military boot camps.

‘We thought it was a great idea for our corporate clients. Unfortunately, when we took the idea to the Bannatyne’s board they didn’t agree. We’d just entered the global economic decline and membership was falling. They argued that they’d have to take instructors out of the gyms to run the boot camps, and hire replacements.

‘Paul and I looked at the idea and decided there was a business just waiting to happen. We’d also given our top corporate client a commitment and didn’t want to renege on it. So we left Bannatyne’s and set up Burn It Bootcamps.’

The idea took off.

‘We started offering our corporate clients military-style boot camps because that was what was wanted at the time. But the people who attended wanted to invite their friends and relations and we realised there was an opportunity to open up the business to individuals as well as corporate clients.’

After an early experiment with military bootcamps, involving camouflage and commando crawls through the undergrowth, John and Paul decided their business would be more popular with individuals if the emphasis was firmly focused on exercise.

‘We were getting fed up with people asking what we did in the army!’ he laughed.

‘We decided when we launched the business that we’d find a niche market and stick to it. We looked at the people attending those early camps and decided our market was females aged between 25 and 45 who are not so fit. We used social networking to spread the word and the response was
fantastic. With Facebook we put up photos of our exercise sessions. Our corporate clients loved the idea so we extended it to our public sessions and again it took off. Other people could see that the participants were having great fun – and some were surprised at the shapes and sizes of our members. We’re not just there for fit people who want to get fitter. We’re focused on the ‘not so fit’ market – that is, anyone who wants to get a bit fitter, or who just wants to maintain a certain level of fitness.’

John and Paul have developed a fitness system that is tailored to the needs of the individual. Even if a class has 30 members, they will all follow the routine that works best for them under the guidance of an expert fitness trainer.

Bringing together the physical and psychological benefits of working out in the fresh air at an individual’s own pace, in their local community, was an immediate hit. And they soon found that their members were using Facebook and Twitter to keep in touch and encourage and motivate each other.

Now, Burn It has bootcamps across Scotland – the latest has just opened in Dundee using the popular Groupon network to publicise the launch – and has franchised the business in East Lothian, Inverness, Elgin, Perth, Oban and Aberdeen.

And Burn It’s fame is spreading – for interest is building south of the border and overseas in the Middle East and mainland Europe.

‘We can demonstrate that Burn It works – two of our early franchisees are doing really well, and franchising has set Paul and myself free to concentrate on expanding the business. We have continued to invest in long-term growth and now offer lifestyle and nutritional coaching, residential camps and merchandising.’

The services include boot camps for mums and babies, for older youngsters and team-building sessions for their corporate clients.

He counts his time at Edinburgh as the most valuable he has ever had. ‘I learned a massive amount there that I’ve been able to bring into the business.’

‘Some of the guys on my course were the brightest people I’d met in my life. I kept thinking “I shouldn’t be here. I’ve taken a wrong turning in a corridor somewhere”. But never once did any of the lecturers at the School make me feel that way. They were always available for a chat on some topic I was struggling with and I learned a lot from them.

‘I also learned a brand new language that now allows me to move freely in the business community. I now understand what people are talking about when they refer to shares or market capitalisation and strategy points.’

John keeps in touch with his fellow MBA students, and finds the alumni network one of the strongest he’s seen.

He has some simple advice for anyone planning to take up the chance of a place on Edinburgh’s MBA. ‘Don’t go in thinking you can coast your way through and get a certificate at the end. You wouldn’t get the benefit of the learning, or the wealth of expertise and networking that exists at Edinburgh. For me the Edinburgh MBA was like the ultimate business book.’
We’re here to help you can reach the top

GIVE YOUR CAREER PLANS, AND SOCIAL LIFE, A BOOST WITH A NUMBER OF USEFUL SERVICES PROVIDED BY THE SCHOOL

UK EVENTS
The School hosts a number of speaker events in Edinburgh which are open to alumni and current students, perfect for expanding your network. Social events include the annual Burns Supper. Social and speaker events are also held in London on a regular basis.

INTERNATIONAL EVENTS
International alumni groups are well established in a number of countries. Where numbers are smaller, we also have key alumni contacts located in various areas of the world. Turn to page 14 for a list of groups and contacts.

On occasion, informal events are hosted by visiting academics and we sometimes approach alumni to assist at postgraduate recruitment fairs. Keep us updated on your details, and we’ll notify you by email of any events happening in your area.

BIZINFO SERVICES
For vital research information, an alumni version of the BizInfo website (formerly known as MIRACLE) is available. Although it is not the full version for students, it still has a wealth of information and comprehensive listing of electronic resources. For access, email alumni@business-school.ed.ac.uk

CAREERS SUPPORT...
...FOR MSC/PHD ALUMNI
Recent graduates (up to two years after the date of graduation) are encouraged to use the facilities of the University of Edinburgh Careers Service. This includes access to the Careers Information Centre within the Main Library, individual careers guidance from a careers advisor, computer-aided careers guidance, aptitude tests and personality questionnaires, talks and workshops, and vacancy information. For more information, visit www.careers.ed.ac.uk

...FOR MBA ALUMNI
The School’s Careers Manager who supports the current MBA students, is also happy to assist MBA alumni. This can range from one-to-one career advice, through to psychometric testing and diagnostics. The School also provides a range of career information online for MBAs, including access to a job-posting platform provided by MBA-Exchange. Email alumni@business-school.ed.ac.uk to request support.

LINKEDIN GROUPS
LinkedIn is the world’s largest professional network on the internet with more than 150 million members in more than 200 countries and territories.

Not only is LinkedIn a great way to reconnect with fellow classmates and expand your own networks, the virtual networking site is now a key tool for companies to recruit. LinkedIn has executives from all 2011 Fortune 500 companies as members; and its corporate hiring solutions are used by 82 of the Fortune 100 companies.

There is now a LinkedIn group for every postgraduate degree programme. All alumni are encouraged to join their relevant group. To join the Postgraduate alumni group, visit www.linkedin.com/e/gis/1280207 and then select the relevant subgroup for your degree programme. For the MBA alumni group, visit www.linkedin.com/e/gis/3858

ACCESS TO THE WIDER UNIVERSITY OF EDINBURGH ALUMNI NETWORK
In addition to joining the Business School postgraduate alumni network, you are also automatically inducted into a network of more than 160,000 alumni from across the University.

This gives you access to a biannual magazine (Edit) and a regular...
Join the Alumni Weekend

If your class is celebrating a special anniversary in 2012, why not think about getting together with some of your classmates to coincide with the Alumni Weekend on 19-21 July? Take advantage of the events hosted by the School as well as organising your own informal activities – it is sure to be a weekend to remember.

Simply get in touch with your class representative, or if your cohort is one of the year groups which do not currently have one, why not volunteer to take on the role, or nominate a fellow class member. Contact the Alumni Manager on alumni@business-school.ed.ac.uk for more details.

We are particularly interested in hearing from MSc Accounting and Finance and the new MSc in Marketing and MSc in Marketing and Business Analysis alumni as these programmes do not yet have representatives.

In addition to helping with the Alumni Weekend, the role of class representative is mostly a figurehead role but provides a valuable, additional point of contact for alumni who want to reconnect with each other.

They are also occasionally approached as an alumni focus group and contacted for their advice and feedback on a particular alumni issue, but there is never any obligation to respond.

MBA CLASS REPRESENTATIVES

<table>
<thead>
<tr>
<th>Year</th>
<th>FT/PT</th>
<th>Name</th>
<th>E-mail</th>
<th>Year</th>
<th>FT/PT</th>
<th>Name</th>
<th>E-mail</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>FT</td>
<td>Kristof Kostencki</td>
<td><a href="mailto:kristof@kostencki.de">kristof@kostencki.de</a></td>
<td>2000</td>
<td>FT</td>
<td>HIlf Sturudottir</td>
<td><a href="mailto:hlf@alnus.is">hlf@alnus.is</a></td>
</tr>
<tr>
<td>2010</td>
<td>PT</td>
<td>Karen Fielding</td>
<td><a href="mailto:kandmfielding@gmail.com">kandmfielding@gmail.com</a></td>
<td>1999</td>
<td>FT</td>
<td>Sebastian Lo</td>
<td><a href="mailto:yhslo@yahoo.com">yhslo@yahoo.com</a></td>
</tr>
<tr>
<td>2009</td>
<td>FT</td>
<td>Zev Kesler</td>
<td><a href="mailto:zk_mcgill@hotmail.com">zk_mcgill@hotmail.com</a></td>
<td>1998</td>
<td>FT</td>
<td>Hamdi Unutmaz</td>
<td><a href="mailto:hamdi.unutmaz@gmail.com">hamdi.unutmaz@gmail.com</a></td>
</tr>
<tr>
<td>2009</td>
<td>PT</td>
<td>Rhian Davies</td>
<td><a href="mailto:rhiandavies@gmail.com">rhiandavies@gmail.com</a></td>
<td>1997</td>
<td>FT</td>
<td>David Burgess</td>
<td><a href="mailto:daveburgess@hotmail.com">daveburgess@hotmail.com</a></td>
</tr>
<tr>
<td>2008</td>
<td>FT</td>
<td>Richard Bennett</td>
<td><a href="mailto:rscbennett@gmail.com">rscbennett@gmail.com</a></td>
<td>1997</td>
<td>PT</td>
<td>Suzanne Grahame</td>
<td><a href="mailto:suzanregnagrahame@btinternet.com">suzanregnagrahame@btinternet.com</a></td>
</tr>
<tr>
<td>2007</td>
<td>FT</td>
<td>Lindsey Keith</td>
<td><a href="mailto:lkeith@canvasconsulting.co.uk">lkeith@canvasconsulting.co.uk</a></td>
<td>1996</td>
<td>FT</td>
<td>Jonathan Collie</td>
<td><a href="mailto:jcollie@foodnetwork.co.uk">jcollie@foodnetwork.co.uk</a></td>
</tr>
<tr>
<td>2007</td>
<td>PT</td>
<td>George Taylor</td>
<td><a href="mailto:george@georgetaylor.com">george@georgetaylor.com</a></td>
<td>1995</td>
<td>PT</td>
<td>Colin Dalrymple</td>
<td><a href="mailto:ColinDalrymple@hotmail.com">ColinDalrymple@hotmail.com</a></td>
</tr>
<tr>
<td>2007</td>
<td>PT</td>
<td>Estee Chaikin</td>
<td><a href="mailto:estee.chaikin@gmail.com">estee.chaikin@gmail.com</a></td>
<td>1995</td>
<td>FT</td>
<td>Ann Fazakerely</td>
<td><a href="mailto:annfazakerely@gmail.com">annfazakerely@gmail.com</a></td>
</tr>
<tr>
<td>2007</td>
<td>FT</td>
<td>Peter Lo</td>
<td><a href="mailto:plo@integren.com">plo@integren.com</a></td>
<td>1992</td>
<td>FT</td>
<td>Margery McBain</td>
<td><a href="mailto:margery@gravitateehr.co.uk">margery@gravitateehr.co.uk</a></td>
</tr>
<tr>
<td>2006</td>
<td>FT</td>
<td>Justin Gray</td>
<td><a href="mailto:jstnaddison@aol.co.uk">jstnaddison@aol.co.uk</a></td>
<td>1992</td>
<td>FT</td>
<td>Jeffery Meek</td>
<td><a href="mailto:jeffery@fdlp.com">jeffery@fdlp.com</a></td>
</tr>
<tr>
<td>2005</td>
<td>FT</td>
<td>Kevin Fagan</td>
<td><a href="mailto:kevin_fagan_v@hotmail.com">kevin_fagan_v@hotmail.com</a></td>
<td>1991</td>
<td>FT</td>
<td>Tod Dimmick</td>
<td><a href="mailto:todimmick@verizon.net">todimmick@verizon.net</a></td>
</tr>
<tr>
<td>2005</td>
<td>PT</td>
<td>Neil Harrison</td>
<td><a href="mailto:neil_d_harrison@hotmail.com">neil_d_harrison@hotmail.com</a></td>
<td>1991</td>
<td>FT</td>
<td>David Duncan</td>
<td><a href="mailto:david@duncana1.fsnet.co.uk">david@duncana1.fsnet.co.uk</a></td>
</tr>
<tr>
<td>2004</td>
<td>FT</td>
<td>Jake Deacon</td>
<td><a href="mailto:jdeacon@dynamic.ca">jdeacon@dynamic.ca</a></td>
<td>1989</td>
<td>FT</td>
<td>Krishnan Srinivasan</td>
<td><a href="mailto:johansk2007@yahoo.com">johansk2007@yahoo.com</a></td>
</tr>
<tr>
<td>2004</td>
<td>PT</td>
<td>Simon Fairclough</td>
<td><a href="mailto:simonfairclough@gmac.com">simonfairclough@gmac.com</a></td>
<td>1989</td>
<td>PT</td>
<td>Alan Johnston</td>
<td>alan@<a href="mailto:johnston50@hotmail.com">johnston50@hotmail.com</a></td>
</tr>
<tr>
<td>2003</td>
<td>FT</td>
<td>Tony Banger</td>
<td><a href="mailto:tbsanger@tbsanger.com">tbsanger@tbsanger.com</a></td>
<td>1988</td>
<td>FT</td>
<td>Graham Thomson</td>
<td><a href="mailto:grahamthomson@accelarant.co.uk">grahamthomson@accelarant.co.uk</a></td>
</tr>
<tr>
<td>2002</td>
<td>FT</td>
<td>Jill Robertson</td>
<td>jill.ehshome.com</td>
<td>1987</td>
<td>FT</td>
<td>Pat Appleton</td>
<td><a href="mailto:patappleton@gmail.com">patappleton@gmail.com</a></td>
</tr>
<tr>
<td>2002</td>
<td>PT</td>
<td>Catriona Macmillan</td>
<td><a href="mailto:cat@catmac.co.uk">cat@catmac.co.uk</a></td>
<td>1986</td>
<td>FT</td>
<td>Bjorn Eriksson</td>
<td><a href="mailto:bjorn.hilding.ekron@gmail.com">bjorn.hilding.ekron@gmail.com</a></td>
</tr>
<tr>
<td>2001</td>
<td>FT</td>
<td>Kirsty MacGregor</td>
<td><a href="mailto:kirstymacgregor@mac.com">kirstymacgregor@mac.com</a></td>
<td>2009</td>
<td>FT</td>
<td>Erika Warnatzsch</td>
<td><a href="mailto:e.warnatzsch@yahoo.com">e.warnatzsch@yahoo.com</a></td>
</tr>
<tr>
<td>2001</td>
<td>PT</td>
<td>Herndon Stokes</td>
<td><a href="mailto:hstokes@munichre.com">hstokes@munichre.com</a></td>
<td>2009</td>
<td>FT</td>
<td>Alun Bethell</td>
<td><a href="mailto:alunbethell@gmail.com">alunbethell@gmail.com</a></td>
</tr>
</tbody>
</table>

MSC CLASS REPRESENTATIVES

<table>
<thead>
<tr>
<th>Year</th>
<th>Name</th>
<th>E-mail</th>
<th>Year</th>
<th>Name</th>
<th>E-mail</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>Susana Latay</td>
<td><a href="mailto:sb.latay@gmail.com">sb.latay@gmail.com</a></td>
<td>2010</td>
<td>Kristina Smith</td>
<td><a href="mailto:kristina@optimisewebo.co.uk">kristina@optimisewebo.co.uk</a></td>
</tr>
<tr>
<td>2010</td>
<td>Xinyao Huang</td>
<td><a href="mailto:xinyao.huang@yahoo.com">xinyao.huang@yahoo.com</a></td>
<td>2009</td>
<td>Heatherr Webb</td>
<td><a href="mailto:heatherrwebb@gmail.com">heatherrwebb@gmail.com</a></td>
</tr>
<tr>
<td>2009</td>
<td>Bjorn Schubert</td>
<td><a href="mailto:bjornschubert@gmx.de">bjornschubert@gmx.de</a></td>
<td>2009</td>
<td>Sophia Morris</td>
<td><a href="mailto:smorris2099@yahoo.com">smorris2099@yahoo.com</a></td>
</tr>
<tr>
<td>2008</td>
<td>Uday Rathod</td>
<td><a href="mailto:uday.rathod@yahoo.com">uday.rathod@yahoo.com</a></td>
<td>2008</td>
<td>Alexandra Fraser</td>
<td><a href="mailto:anfraser@ford.com">anfraser@ford.com</a></td>
</tr>
<tr>
<td>2007</td>
<td>Pavie Sabic</td>
<td><a href="mailto:p.sabic@hotmail.co.uk">p.sabic@hotmail.co.uk</a></td>
<td>2007</td>
<td>Kevin Delissy</td>
<td><a href="mailto:Kevin.Delissy@nomura.com">Kevin.Delissy@nomura.com</a></td>
</tr>
<tr>
<td>2006</td>
<td>Manish Modi</td>
<td><a href="mailto:modicom@hotmail.com">modicom@hotmail.com</a></td>
<td>2006</td>
<td>Markus Voudris</td>
<td><a href="mailto:mrvkard@Yahoo.com">mrvkard@Yahoo.com</a></td>
</tr>
<tr>
<td>2005</td>
<td>E-mail</td>
<td></td>
<td>2005</td>
<td>Alun Bethell</td>
<td><a href="mailto:alunbethell@gmail.com">alunbethell@gmail.com</a></td>
</tr>
</tbody>
</table>

MSc Management

<table>
<thead>
<tr>
<th>Year</th>
<th>Name</th>
<th>E-mail</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>Elisabeth Einhaus</td>
<td><a href="mailto:e.c.einhaus@googlemail.com">e.c.einhaus@googlemail.com</a></td>
</tr>
<tr>
<td>2008</td>
<td>Pankaj Kankaria</td>
<td><a href="mailto:pankajkankaria@googlemail.com">pankajkankaria@googlemail.com</a></td>
</tr>
<tr>
<td>2008</td>
<td>Anna-Laura Seidt</td>
<td><a href="mailto:annalaura.seidt@googlemail.com">annalaura.seidt@googlemail.com</a></td>
</tr>
<tr>
<td>2006</td>
<td>Usman Piracha</td>
<td><a href="mailto:usmanpiracha@hotmail.com">usmanpiracha@hotmail.com</a></td>
</tr>
</tbody>
</table>

MSc Carbon Management

<table>
<thead>
<tr>
<th>Year</th>
<th>Name</th>
<th>E-mail</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>Benoit Rivard</td>
<td><a href="mailto:benoit.rivard@gmail.com">benoit.rivard@gmail.com</a></td>
</tr>
<tr>
<td>2009</td>
<td>Jeremy Mohr</td>
<td><a href="mailto:mohrj@me.com">mohrj@me.com</a></td>
</tr>
<tr>
<td>2009</td>
<td>Erika Warnatzsch</td>
<td><a href="mailto:e.warnatzsch@gmail.com">e.warnatzsch@gmail.com</a></td>
</tr>
<tr>
<td>2009</td>
<td>Benjamin Evar</td>
<td><a href="mailto:ben.evar@ed.ac.uk">ben.evar@ed.ac.uk</a></td>
</tr>
</tbody>
</table>
The business doctors

The University of Edinburgh’s Business School is joining forces with the College of Medicine and Veterinary Medicine (CMVM) to encourage commercial thinking among researchers at Edinburgh’s BioQuarter. BioQuarter, set up by the University in partnership with Scottish Enterprise, the NHS and Alexandria Real Estate Equities Inc, is an initiative designed to enhance the long-term growth prospects of Scotland’s life sciences sector.

Edinburgh has a tradition of medical innovation that stretches back more than 500 years. That tradition continues today, with Edinburgh ranked number one in the UK for veterinary medicine and number one for hospital-based clinical research. The standard of excellence continues with the opening of the new Scottish Centre for Regenerative Medicine (SCRM) in May 2012. This new building holds 230 researchers and offers labs with the capacity to culture stem cells for clinical use. These facilities are being used to help discover treatments for conditions such as Parkinson’s disease, Motor Neurone Disease and Multiple Sclerosis where there is currently no cure.

INNOVATE AND WIN

BioQuarter was established to link Edinburgh’s leading-edge research with commercial enterprise. ‘Our aim at BioQuarter is to find commercial applications for some of the world-class research that’s going on here in Edinburgh,’ said James Wood, Head of Marketing and Communication at Edinburgh BioQuarter. ‘So far, we’ve announced a major collaboration with GlaxoSmithKline for acute pancreatitis, and we’ve also spun out three companies – NeuroORG, ipSOX Ltd and i2eye Diagnostics, creators of the world’s first visual field analyser for children.’

‘GIVEN THE MIX OF SCIENTIFIC TALENT AND FACILITIES WE’VE GOT AVAILABLE AT BIOQUARTER, THIS IS AN EXCITING TIME FOR US’

Dr Adam J Bock
BioQuarter’s activities have been complemented by the expertise of the Business School’s Centre for Entrepreneurship Research (CER). Although CER has primarily supported research and teaching on entrepreneurial topics, it now provides a mechanism to build enterprise capacity at the College of Medicine and Veterinary Medicine. One of the first capacity-building systems is BioQuarter’s recently launched Innovation competition.

Launched in 2011 with assistance from Dr Adam J Bock of the Business School, BioQuarter’s Innovation competition netted 25 applications in its first year, with four of the ten finalists now having turned their scientific innovations into fully-fledged companies. James explained: ‘We want to widen the number of academics we’re working with on the commercial application of their research, which is why we created our Innovation competition.’

For 2012, BioQuarter is seeking to widen the net further, reaching out to the Colleges of Science and Engineering and Informatics for new business ideas that will benefit human and animal health.

‘So far, we’ve had some fantastic ideas again this year – and there are still two weeks to go before the competition deadline’, James said. ‘We’re hoping to see an uplift against last year’s total of 25 entries.’

A MEETING OF MINDS

Alongside the Innovation competition, the Business School is working with BioQuarter to foster a wider culture of commercialisation among researchers. Dr Bock has actively contributed to this process based on his prior research and entrepreneurial experience. He is the co-founder of three medical device firms spun out of university research in the United States, and is the co-author (with Professor Gerry George of Imperial College) of Inventing Entrepreneurs (Prentice-Hall 2008), which describes the entrepreneurial journeys of academic scientists that participate in the commercialisation of their own innovations.

Working with the Centre for Entrepreneurship Research, BioQuarter launched the Director’s Innovation Forum, targeting a limited number of senior researchers to discuss the commercial implications of their work. To reach a wider audience, BioQuarter also launched a series of quarterly meetings that bring together the research and industrial community: the BioQuarter Commercialisation Seminar series.

‘CMVM represents one of the world’s leading life science research centres,’ explained Adam. ‘And the University already has a strong history of supporting entrepreneurship and enterprise. BioQuarter represents an extremely high-potential opportunity to increase the University’s research, teaching, social, and commercial impact.’

BioQuarter plans to add bi-monthly informal networking sessions to this mix in the months ahead, bringing together life sciences professionals from across Scotland at the BioQuarter site. Adam added: ‘Taken together, we’re seeking to create an entrepreneurial ecosystem here at BioQuarter – getting ideas from the lab bench, developing them into companies or licensing opportunities, and then presenting these to investors following a period of incubation.

‘Given the mix of scientific talent and facilities we’ve got available at BioQuarter, this is an exciting time for us – and a great time to be involved in the commercialisation of scientific research.’

NEW GROUP SUPPORTS THE RESEARCH OF PHD STUDENTS

One year on and the Doctoral Society is going from strength to strength. Stemming from a call led by PhD Programme Director Dr Neil Pollock, to stimulate and develop an involved doctoral community at the centre of the School, the Doctoral Society pilot was launched under the stewardship of current PhD students, Bing Wu Berberich, Eric Honoré and Abdus Sobhan.

The three main objectives for the first year were to develop an active and vibrant academic ethos; nurturing networks across subject groups and across schools and stimulating the MSc in Research, MPhil, and PhD student community. By large, these goals would not have been achieved without the participation of the study group representatives and the social convenor team, who have helped shape the PhD experience.

Ranging from the new student-led complementary programme to the first year induction; great cross-school social events such as the screening of PhD: The Movie; a performance-packed Open Mic night and a great team-building day of paint-balling, the social diary for doctoral students at the School is certainly busy.

The New Directions in Management seminars, working lunches and ad-hoc training workshops have also been hugely popular and are shaping new initiatives for the doctoral cohort, such as the development of a new doctoral-led publication as a testimony of the research being carried out in the School.

The highlight of the events calendar will be PhD Day 2012, which is running over two days (24/25 May). The first day will be aimed at new researchers presenting projected work with a focus on peer feedback and advice. However, the second day (25 May) is open to a wider audience, particularly faculty and alumni, as this will be the platform for final year doctoral students to present their work and the areas of industry it applies to. It will be a celebration of the academic community, within the Business School and beyond.

WANT TO KNOW MORE?

For more information on Edinburgh BioQuarter, go to: www.edinburghbioquarter.com or follow BioQuarter on Twitter @EdinburghBQ
Where are they now?

FIND OUT WHERE YOUR CLASSMATES HAVE GONE WITH THEIR DEGREE...

MBA CLASS OF 1983 FULL-TIME
TED JUD
'I live in Allentown in Pennsylvania, USA, and I am currently employed as a University Reference Librarian at East Stroudsburg University of Pennsylvania. This was a mid-life career change, leaving the investment banking (securities sales) and the financial advisory business. My speciality was in fixed income sales (bonds) to institutions such as pension funds, high net worth individuals, banks, unit trusts, etc. The academic librarian profession is much less hectic and more enjoyable than investment banking! I plan to retire shortly and I am seriously thinking of moving back to Scotland, where I have many fond friendships and vivid memories from my Edinburgh days. I am not married and have no children.'

MBA CLASS OF 1987 FULL-TIME
JONATHAN MITCHELL
'I run a couple of businesses; TC Cornwell Ltd, and Cornwells Chemists Ltd, both based in Staffordshire. I bought the business with my brother from our uncle in 1991. We have a chain of chemists, a photo business (1stcameras.com) and some property. ‘Sara and I have three children, my eldest is at Manchester University and my twins are doing A Levels. I try to do one adventure every year – this year I’m off to Bhutan.’

MBA CLASS OF 1987 FULL-TIME
JENNIE FORBES
'I am delighted to say that after a long slog, I have gained my PhD from the University of Exeter. My thesis focused on the branding of universities in the new higher education market and my work was located in the management department of the Business School here in Exeter. It was hard work, but worth it!'

MBA CLASS OF 1990 FULL-TIME
ERIC LO
'After graduating, I returned to Hong Kong and started my career in the field of shipping and logistics. In the last 20 years, I have been working in various multinational companies, including Swire, P&O and CMA CGM with the main focus to take up the management role in Asia. I am now working in Havi Logistics (a US-based company), as the General Manager for Hong Kong, Macau and South China hub. ‘I am married to Kitty and we have two children, Edmond (11) and Tracy (nine).’

MBA CLASS OF 1993 FULL-TIME
RICHARD ALDERSON
'I am living in Aberdeen and running my own start-up company Adept Solutions, which develops software for the oil and gas industry. The business started trading in 2008.'

MBA CLASS OF 1994 FULL-TIME
CHARLES HILL
‘Until recently, the last time I had seen Ashutosh (Ash) Kumara was at the end of our MBA programme.’

Get in touch
Update your old classmates on what you’re doing and where you are heading, to rekindle old connections and make new ones. Details overleaf.
RAJIV BHATIA
In February 2012, Rajiv Bhatia, Regional Manager with William Grant & Sons Ltd, was invited to join the GlobalScot network by Scottish Development International (www.globalscot.com).

GlobalScot seeks to develop and expand Scotland’s standing in the global business community by utilising the talents of leading Scots, and of people with an affinity for Scotland, to establish a worldwide network of individuals who are outstanding in their field. Scottish companies draw on this network for advice, contacts, assistance and support.

The GlobalScot network is a pioneering initiative that is helping to change the face of Scottish business. Scotland has always been a progressive, outward-looking nation, and GlobalScots can provide the practical, professional advice that companies need to engage with the global marketplace.

Speaking at the ceremony, Rajiv said: ‘As a new member of the GlobalScot Network, I will now have the opportunity to support Scottish companies and offer my market development perspectives to Scottish Enterprise and Scottish Development International. Through this support, I will contribute to the economic success of Scotland.’

MBA year. However, we have kept in touch and I was lucky enough to visit him in New Delhi over Christmas, which included photographing a tiger in the wild.’

BARBARA ROUX-LEVRA
‘I completed the Certified Professional Coaching Programme of the International Coach Academy in December 2010. As a coach I specialise in helping individuals lead more successful marriages, and consequently lives.

It is my deepest desire to contribute to eradicating the sad and destructive epidemic of the 21st century: divorce. For more information, visit www.srlministries.org/index.php/coaching-marriage’

MBA CLASS OF 1999 FULL-TIME
DANIEL OTAZO
‘After five years as Chief Risk Officer at Banco ProCredit Bolivia, I was promoted within the group to CEO at Banco ProCredit Nicaragua in June 2011, and have now relocated to that Central American country.’

MBA CLASS OF 2001 FULL-TIME
CANDY WEKESA OKOBOI
‘I have recently established my own consultancy practice in Uganda called CANFEL Consulting specialising in securities markets regulation and institutional frameworks, business licensing reform, corporate governance and capacity building.’

MBA CLASS OF 2002 FULL-TIME
ARTIN MOUSSAVI
Artin is now an Investment Manager at Inventages Venture Capital based in London. He is responsible for the full spectrum of private equity investment transactions from deal sourcing, evaluation, structuring and negotiation, to execution and post-closing monitoring. Inventages is one of
people

the world’s biggest life science venture capital investors with US$1.5 billion committed capital. He and his wife, Vjera, had a baby daughter in February – turn to page 39 for a photograph.

MARGRÉT SÆMUNSDOTTIR
‘I have been working for the Ministry of Economic Affairs in Iceland for many years. I have many good memories from my time in Edinburgh and send best regards to my MBA class.’

MBA CLASS OF 2002 PART-TIME

BILL KEDDIE
Bill is currently working as a Project Director on the network roll out for super-fast broadband with OpenReach, with a particular focus on apartment blocks and new developments.

EDUARDO VEGA
‘I am currently working at Vimifos Capital (www.vimifos.com) as Director, Business Development. Vimifos is a non-bank financial services company that provides working capital loans, fixed-asset loans, inventory banking, agribusiness financing and structured financing services to the livestock, dairy, hog production, poultry, shrimp and fish farming (aquaculture), equine and deer growers industry in Mexico.’

MBA CLASS OF 2004 PART-TIME

ERLAND RENDALL
‘We are relocating back to Durham, England, from Abu Dhabi, UAE after just over four years of forming and growing an office in Abu Dhabi to 140 staff, with an annual turnover of $16m.

At the same time, I also started a new business called Atorus Consult Ltd, which will start trading in May 2012 and will be focused initially on business and project improvement services. The photo shows Jackie and myself with Rachael (eldest), Jonathan and Molly.’

MBA CLASS OF 2004 FULL-TIME

PROFESSOR SABINE HOTHO
‘Since completing my MBA in 2004, (studying my MBA was a really special experience), my career has indeed changed and developed quite a bit. After graduating, I changed my overall direction as an academic and researcher, and was offered a Chair in Strategic and Change Management and then became the Head of Dundee Business School in 2010. Needless to say, it would probably not have happened quite like that without the MBA.’

MBA CLASS OF 2006 FULL-TIME

SAIFY NAQVI
‘After working for five years after the MBA, two in retail banking in the UK and three in investment banking in India, I have decided to do something far more rewarding and exciting: photography. I first picked up a camera in 2009 and have been hooked ever since. I learnt some of my photography skills from a renowned wildlife photographer in India: Amoghvarsha JS.

‘My work is focused on travel photography, with an emphasis on India. I also undertake projects for social causes. I am currently working on a project called ‘Home Delhi’ featuring individuals living in Delhi but homeless. Home Delhi project is an attempt to provide a face to approximately 150,000 homeless in Delhi. As part of the Home Delhi project, I will be hosting an exhibition later this year in New Delhi, with all the proceeds from the exhibition donated to the homeless in Delhi. In due course, I plan to expand my Home Delhi project to include photographic contributions from the public, in an attempt to broaden the scope and exposure of the project.

‘I am also working on a coffee table book about India. You can see my work on www.saifynaqvi.in or connect via my Facebook page on www.facebook.com/seeindia’

MBA CLASS OF 2007 INTERNATIONAL

ROVAN MINNION
‘After leaving my Edinburgh marketing agency venture, No placebo, in late 2010, I moved to Vancouver, Canada, to start up Bonyx Biosciences. Bonyx develops and sells sports nutrition products aimed at the emerging CrossFit industry. CrossFit is a fitness craze that has taken the US by storm and is rapidly going global. Visit us at www.bonyx.com’

Vancouver, Canada
Yakov Danilevskiy
The launch is in May 2012.

Jincheng Yin
I am now working as a Project Manager for a life sciences company project at Cognizant Technology Solutions as well as acting as Business Consulting Leader in the customer solutions team. I also take frequent pre-sales roles in different situations at the company.

MSc Class of 2008 Management

Inghar Aguiler
I am based in London working for PAN Advertising. I am also supporting a start-up company, Mazorin, which develops skincare and food supplements formulated to contrast the urban environment and which develops skincare and food supplements.

MBA Class of 2010 Part-Time

Anantharam Rangarajan
I am an individual consultant working in the financial industry. I am now working in London rather than Edinburgh.

MBA Class of 2011 Part-Time

Kapil Gupta
‘Following my MBA graduation, I relocated to London and I am now working for the Product and Innovations Director for Torex Retail Holdings Ltd. It would be nice to connect with any alumni based in London or travelling here.’

MSc Class of 2011 Finance and Investment

Toochukwu Greg-ohido
‘Before graduating in November, I had secured a job with Bloomberg LP as a Pricing Contributions Representative to cover Lagos, Nigeria, which led to me relocating just a few days after the ceremony. I have just recently secured another job with British American Tobacco as a Management Trainee in their financial division in Nigeria as well and I have decided to take up the offer.’

MSc Class of 2011 International Business and Emerging Markets

Anuj Patil
‘I have joined Mercedes-Benz India Ltd as a Project Trainee for the sales and marketing department. For the past four months, I have been working on business expansion projects, focusing towards the whole country as a target market. My training will be completed at the end of May 2012, and depending on my performance during the training period, I will be taken on as a permanent employee for the world famous Mercedes-Benz. I am keeping my fingers crossed and hope to continue with this firm.’

PUBLIC EDITION

With Aluminate going to all of the School’s postgraduate alumni, we welcome contributions from MSc and PhD, as well as MBA alumni.

Editorial
We are always on the lookout for articles, so if you have started your own business, recently been promoted or have an interesting story to tell, for example, please contact the Alumni Manager.

Where are they now?
Why not let us know of any career changes, relocations and family news. Send no more than 60 words, stating your name, programme and year of graduation.

Birth and Weddings
For new arrivals, send a photo of yourself with your baby, and include the baby’s full name, date of birth and your partner’s name. For wedding photographs, please include the date and location of the wedding and your partner’s name. Pictures: Digital files as high a resolution as possible please.

Copy deadline: Friday 14 September 2012.

Send to: alumni@business-school.ed.ac.uk or Alumni Manager, University of Edinburgh Business School, 29 Buccleuch Place, Edinburgh EH8 9JS.
RIGHT: Jay Henderson and Anne Bark (both MBA Class of 2006 International) were married in Amsterdam on 3 September 2011, as witnessed by a large number of MBA friends. They are pictured with their daughter, Amalia.

BELOW: Sacha Rawlence (MSc Class of 2006 International Business and Emerging Markets, PhD 2010) and Bryn Stafford were married on 27 August 2011 in Cowden Parish Church, Kent. She says that her fellow students will remember meeting her husband in the Southsider if not in any lectures!

ABOVE: Estee Chaikin (MBA Class of 2007 International) and Leif Inge Michelsen were married at Fulham Town Hall in London on 21 October 2011.

ABOVE: Graham Hunter (MBA Class of 2007 part-time) and Mariela Monge (MBA Class of 2006 International) were married on 21 May 2011 in Dundas Castle, Edinburgh.

LEFT: Yoni Titi (MBA Class of 2007 International) was married to Rob Mandiwanzira on 24 September 2011 at Kloofzicht Lodge in Johannesburg.

ABOVE: Bing Tate (MBA Class of 2008 International) and Roland Berberich were married on 28 October 2011 at the City of Edinburgh Suite Registry Office. They are pictured with their daughter, Aleksandra.

ABOVE AND RIGHT: Ikenna Ikekiofor (MSc Class of 2009 Carbon Management) and Assumpta Ure Moghalu were married on 16 December 2011 at St Patrick’s Catholic Cathedral, Awka, and Uruguu Village Nnewi, both in Anambra State, Nigeria.

ABOVE: Dikchha Gautam (MSc Class of 2010 Management) and Prashant Koirala tied the knot on 5 December 2011, alongside family and friends. It was a traditional Nepali wedding which took place in their home town of Kathmandu, Nepal.
INTRODUCING THE LATEST ADDITIONS TO THE ALUMNI FAMILY...

New arrivals

LEFT: Carrie Estrella, (née Pauly) (MBA Class of 2001 International) is very excited to announce the birth of her son Alexander Emmanuel Estrella on 28 February 2011. He is pictured with Carrie and proud father and husband, José Antonio Estrella Rosas, and siblings, Kateri Emilia (seven) and Denzel Xavier (four). The photo was taken in Mexico at Christmas.

ABOVE: Artin Moussavi (MBA Class of 2002 full-time) and Vjera are delighted to announce the birth of their daughter, Zoya Moussavi, who was born in London on 3 February 2012.


ABOVE: Mike Bellamente (MBA Class of 2005 International) and Heidi are delighted to announce the arrival of Sofia Katherine Bellamente, born on 15 February 2012. Sofia weighed in at 8lbs 4oz.

ABOVE: Renat Adzhiev (MSc Class of 2008 Management) and his wife Diana, welcomed their first baby, Rashid, into the world on 19 November 2011.

ABOVE: Irene Adam, (née Black) (MBA Class of 1993 part-time) and Brian Adam (MBA Class of 1995 part-time) are delighted to announce the birth of their daughter, Isla Mae, on 24 May 2011. Her big brother Ross loves her very much.

ABOVE: Guy Akester (MBA Class of 2006 International) and his wife Alexia, are happy to announce the arrival of their second child, Harry Alexander Akester. He was born on 14 August 2011 in Vancouver, Canada. Harry is pictured with his sister Sophie, who was born in Hong Kong in 2008.

ABOVE: Enrica Trapletti (MBA Class of 2006 part-time) and Justin Gray (MBA Class of 2006 full-time) are proud to announce the birth of their daughter Emma, who was born on 29 September 2011 at Bedford Hospital. She is pictured here at five months, practising to sit alone (or almost).

Alumni Weekend
19 to 21 July 2012

Be part of the Business School’s annual Alumni Weekend!
Update your knowledge and skills, reconnect with old friends and make new ones, and re-engage with the School and the City of Edinburgh. Open to all postgraduate alumni (MBA, MSc, PhD) of all graduating years.

PROGRAMME OF EVENTS

Thursday 19 July: Evening welcome reception and keynote speaker
Friday 20 July: ‘Trends 2012’ one-day conference
Saturday 21 July: Social day with activities and lunch.

For more information visit www.business-school.ed.ac.uk/alumni-weekend