CREATING AN IMPACT IN CHANGING TIMES

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A revolutionary business model for the auto world

FIRST IMPRESSIONS COUNT
Getting noticed via Social Media

TRADING PLACES
Why the East is looking to the West

Leeds University Business School
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DEAR ALUMNI

Welcome to the latest issue of the Business School’s alumni magazine. With the continuing global economic downturn and increasingly troubled times, making a positive impact could not be more important. Jeremy Clegg looks at the shift in economic balance between the East and West on page 10. On page 12 you can read about how Business School research is making changes in the “real world” from influencing government policy to advising large corporations on “optimal” foreign investment locations.

Optimising effectiveness can also mean a business making sweeping changes, but are these always for the best? Ian Kirkpatrick considers whether the NHS reforms will actually make Britain better (page 8). Continuing the theme of reforming business models, Dan Coffey presents a revolutionary business vision for the auto world (page 6). But sweeping changes have not just taken place in the economy or boardrooms. The rapid rise of social media and social networking over the last few years has also had a global impact. We take a look at how to make LinkedIn work for you and your business (page 16) and the benefits that this can bring.

Networking, social or otherwise, was a key activity for us in 2011. Our alumni team have been developing and supporting the creation of many international alumni groups and events over the past year. Alumni groups are a great way for graduates to stay connected to the Business School and build their network of contacts at informal socials, lectures and seminars in their home country. We have now established groups in Greece, Thailand, India, China, Indonesia, Japan, Singapore and Nigeria, with several more still in development. Many thanks to all our alumni who have got involved with these new groups and events we really appreciate your goodwill and enthusiasm.

Other successes for the Business School in 2011 included being re-accredited by EQUIS and inclusion in the European Business School rankings. Congratulations too go to Professor Peter Buckley who was awarded an OBE in the 2012 New Year’s Honours List for services to higher education.

Finally, you may have received a survey to find out your views on your alumni association. See page 23 for how you can have your say.

Wishing you a prosperous 2012.

Professor Peter Moizer
Dean
Leeds University Business School

The Leeds MBA

Exclusive Alumni Offer
£5000 Bursary

We are looking for managers to develop into leaders and become part of our ever-growing global network.

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Please note that the views of the authors are not necessarily those of Leeds University Business School.
**THE FOUR SEASONS – THE BUSINESS SCHOOL IN 2011**

**SPRING**

**CPID ACCREDITATION**

Leeds University Business School’s MA and BA in Human Resource Management were accredited by the Chartered Institute of Personnel and Development (CIPD). From September 2011 all new entrants on the BA Human Resource Management will, on successful completion of their degree and demonstration of relevant work experience, receive an intermediate level qualification from the CIPD alongside their degree.

**CHINESE STUDENT ENTERPRISE SOCIETY GOES NATIONAL**

CYLEEDS was set up in October 2009 by Business School students Jinli Xu, Erqi Deng, Dao and Dun Liang and promotes young Chinese people at the University approach UK businesses to offer opportunities to transfer knowledge, and more importantly, to inspire and share entrepreneurial spirit. At the start of 2011 it integrated with four other large student societies from Manchester, Aston, Warwick and Bath to create a new association – CYUK – the second largest Chinese student association in the northern UK. www.cyuk.org

**MBA GRADUATES SEE OFF THE COMPETITION**

Sangita Chatterjee (pictured) and Archimule Maji, graduates of the 2010 Leeds MBA, have successfully beaten applicants from over 49 different countries to gain two places out of 17 on the prestigious Prudential Momentum leadership development programme.

The scheme recruits and develops high-performing individuals who have the potential to progress to a role in the Prudential’s leadership team within 10-15 years, in four key areas Commercial Management, Finance, Human Resources and Communications. The programme offers a truly global business experience as recruits will undertake three challenging 18-month placements in one of the diverse countries in which Prudential is based.

**RICHARD THORPE NAMED AS EXPERT IN RESEARCH EXCELLENCE FRAMEWORK PANEL 2014**

Professor Richard Thorpe, Pro-Dean for Research and Professor in Business and Management Studies at Leeds University Business School was named as one of the experts on the business and management panel for the Research Excellence Framework (REF) 2014.

**SUMMER**

**BUSINESS SCHOOL GAINS EQUIS RE-ACCRREDITATION**

The Business School was re-accredited by the peer review team of EQUIS (European Quality Improvement System) in June 2011. It is the leading international system of quality assessment, improvement and accreditation of higher education institutions in management and business administration. There are over 1,300 business schools across 38 countries which have been accredited by EQUIS, out of more than 12,000 business schools around the world.

**GOLD FOR LEEDS UNIVERSITY BUSINESS SCHOOL’S NET IMPACT CHAPTER**

Leeds University Business School’s Net Impact Chapter was the only one in the UK to be awarded the prestigious gold rating in 2011. Just 14% of nearly 280 Net Impact Chapters worldwide achieved gold standing. This tremendous achievement places the School at the top of World Business Schools engaging with corporate responsibility. http://leeds.netimpact.org.uk

**GRADUATION OF FIRST GOLDMAN SACHS SCHOLARS**

A ground-breaking partnership between Leeds University Business School, Said Business School at Oxford University and Goldman Sachs aimed at helping Yorkshire’s small businesses grow graduated its first students. The programme, 10,000 Small Businesses, which was unveiled in October 2009, saw the investment bank funding a pilot business education programme. This resulted in 25 entrepreneurs from across the region attending a five-month course of business and management training at the Business School. The scheme is led by Richard Thorpe, Professor of Management at Leeds.

**AUTUMN**

**UNDERGRADUATE STUDENTS VISIT CHINESE PARTNERS**

Over the summer a select group of first year undergraduate students were given the opportunity to visit Chinese partner universities in Wuhan and Shanghai to meet and get to know the Chinese students who would be entering the Business School at level 2 in September. The two-week tour included presentations, tours of Wuhan and Shanghai, visits to local companies and a football match. It offered the Chinese students support, and a real insight into what to expect from life in Leeds from those with first-hand experience.

**APPOINTMENT OF THE PRO-DEANS**

New Pro-Deans were announced for the start of the new academic year. Julia Clarke is the new Pro-Dean for Student Education, Professor Richard Thorpe is Pro-Dean for Research and John Hilliard is Pro-Dean for Resources for a period of two years.

**WINTER**

**MAKING FINANCE BETTER SERVE SOCIETY, THE ECONOMY AND THE ENVIRONMENT**

Leeds University Business School is leading an ambitious €10m international research project which will be addressing financial crises and recession. It will investigate how financialisation has affected the performances of individual economies and the global economy in the last 30 years. It will also be considering the ways in which the financial system impacts on social well-being, and how the financial sector can be restructured to better serve economic, social and environmental objectives. The research project Financialisation, Economy, Society and Sustainable Development (FESSUD) involves 14 leading universities from across Europe and South Africa, and one non-government organisation.

**KTP SUCCESS**

A Knowledge Transfer Partnership based around the concept of Customer Lifetime Value modelling between Leeds University Business School and Clydesdale Bank plc has been awarded the Economic and Social Research Council award for ‘Best Application of Social Science in a KTP 2011’. The project was undertaken by Alena Audzevycha (MBA 2001) working with Professor Klaus Schenk-Hoppé and Dr Barbara Summers from Leeds University Business School and Lucy Marshall from Clydesdale Bank plc.

**PROFESSOR PETER BUCKLEY OBE**

Professor Peter Buckley has been awarded an OBE for services to higher education, international business and research in the prestigious 2012 New Year’s Honours list. Peter is Professor of International Business and Director of the Centre for International Business, University of Leeds (CIBUL).
NEW THINKING

A revolutionary business model for the auto world

Imagine a world in which you can neither own nor sell the car in your garage. Instead, the car is leased to you by the company that designed and manufactured it. The same company provides you with various services, and when your contract expires, it takes your car away.

This is the vision modeled by some European auto industry analysts, sustained by indications of interest inside the EU. By taking on a larger role, and maintaining oversight of each car over its lifecycle, car makers could improve environmental supervision and resource reclamation through ‘design-for-recycling’.

The idea is called extended producer responsibility and the advocates’ slogan is ‘selling not cars, but mobility.’

Working with Professor Carole Thornley of Keele University, the advocates have demonstrated how radical a change the auto industry could experience if it took on the responsibilities currently shouldered by car users and the second-hand car market.

If this business vision were thoroughly implemented the implications of a revolutionary business model that would gradually transform the mass market are huge.

Imagine that car makers would not transfer ownership deeds to car users. Instead, the car is leased to you by the company that designed and manufactured car makers would not transfer ownership deeds to car users. If this business vision were thoroughly implemented the implications of a revolutionary business model that would gradually transform the mass market are huge.

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If this is hard to imagine, the figure above shows the key points to consider. The horizontal axis shows how quickly old car models are replaced with new, while the vertical displays carbon emissions. There are two curves: one shows carbon emissions from car use, the other from car production and scrapping. An increase in the rate at which greener car models are brought in would see emissions from car use falling. This is captured in the downwards sloping curve, moving from left to right. The upwards sloping curve captures the contrary effect of accelerated production and scrapping. Beyond their cross-over point at R*, emissions created by production and scrapping would actually exceed those created by car use. But as we move rightwards from the starting point today, taking old cars out more quickly could see an overall improvement, because the priority is to cut emissions from car use.

This was the desired effect of the ‘cash for bangers’ scheme introduced in the UK during the global downturn, when public subsidies were paid to encourage drivers to trade in old cars for new in the belief that both jobs and the environment would benefit. Under this new vision public subsidies would no longer be needed to force the process. Profit could be better aligned with the environment, provided there is an insistence on greener cars, and employment, and income generation and tax receipts are better supported. There have also been experiments in leasing ‘green’ cars, not least in the management of some car sharing schemes and clubs. However, a general move to car leasing would transform the mass market.

The economics of the car market suggest that because the current second-hand market reduces immediate demand for the latest car models, it inhibits the speed with which new – and potentially greener – technologies are introduced. Giving control of the entire car fleet to car makers could change this, provided that governments continue to demand greener cars. Markets for vintage cars might persist, but the world would be gradually transformed.

Manufacturers would certainly boost the demand for latest models by taking old cars out of the system more quickly, leading to more manufacturing jobs in regions producing cars and car components. And significantly, in a commercial world, tail emissions of greenhouse gases could be more rapidly reduced whether via incremental improvements or radical changeovers such as replacing petrol or diesel engines with electric. There are benefits to the environment, but provided that higher emissions from an increased rate of model replacement and scrapping do not swamp the net benefits of cleaner cars.

If this business vision were thoroughly implemented the second-hand car market would all but disappear, because car makers would not transfer ownership deeds to car users. If this business vision were thoroughly implemented the second-hand car market would all but disappear, because car makers would not transfer ownership deeds to car users.

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REFORMING THE NHS
Why the NHS reforms may not make Britain better

We live in an age when the extraordinary seems normal. We have seen crisis in the Eurozone as world economies teeter on the brink, the collapse of governments in the Middle East amid popular uprisings and, through everything, the inexorable shift in the balance of power from the West to the East as China’s economy relentlessly expands without pause.

Against this dramatic backdrop, you could be forgiven for failing to notice the incredible story of what is happening to the UK’s National Health Service (NHS). The NHS is far from perfect, but the system is well used and generally does what it is supposed to do for the majority of UK citizens. It has millions of passionate supporters too, who believe it to be the world’s greatest public health service.

But the UK’s current Conservative-Liberal Democrat coalition government thinks it could be better, and is planning an overhaul to end all overhauls. This, they say, will make the NHS more efficient and better placed to treat the sick and the elderly. Prime Minister David Cameron and his colleagues need to attract patients or contracts. The amount spent on marketing will rise as commissioning groups and foundation trusts seek to differentiate their products or brands to attract patients or contracts.

But is this true? I believe that changes on this scale will inevitably lead to substantial costs and disrupt services. The UK think tank Civitas predicts an absolute drop in performance of “quality of service” and “use of resources” lasting at least one year in primary care trusts that are merged. To give credit where it is due, the government now acknowledges that the original 2013 deadline for the completion of the reforms is unrealistic and is putting the deadline back. But it still plans to press ahead with reform.

I am not alone in having major misgivings about this. Kieran Walsh, professor of health policy and management at Manchester Business School, said the reforms are “a huge distraction from the real mission of the NHS – to deliver and improve the quality of healthcare”. Making the system more efficient and more innovative is one thing, but there’s nothing to guarantee that it will actually be more responsive to patients’ needs.

Introducing market forces may increase fragmentation.

But a potential clue lies in an early experiment following the NHS and Community Care Act (1990). In the early 1990s budgets were devolved to GPs who volunteered to become fund holders. This reform had some advantages in that it exerted downward pressure on secondary care admissions for elective surgery. But at the same time, transaction costs also increased.

What is happening in the UK should be of interest to anyone keen to know how to make large, complex organisations more efficient. It also shines a light on healthcare systems in different parts of the world, and how they compare to, and are influenced by, each other.

In the United States, far more is spent on health as a proportion of GDP than in the UK; 16% in 2008 as opposed to 8.7% in the UK. High insurance premiums account for part of the difference between the two health systems, in the US, rising by a truly staggering 108% in the past decade. In addition, there are also significant administrative costs in the US. It has been estimated that these could run to between 20% and 25% of all healthcare expenditure. This is far higher than in the NHS, where they run to between 5% and 14%. In the US in 1999, 27% of the overall health labour workforce was employed in administrative and clerical support roles. Compare that to the situation in the UK where the (largely untrained) clinicians who may need management support.

There will also be real pressure on NHS commissions and providers to balance the books. Clinical commissioners will need to invest time and effort in ensuring they are paying and being paid on time. The foundation trusts and other providers will need to improve their management information systems. It’s likely that the amount spent on marketing will rise as commissioning groups and foundation trusts seek to differentiate their products or brands to attract patients or contracts.

“The UK’s system is one of the most efficient in the world.”

All of which means I am at best sceptical and at worst cynical about the government’s optimistic claim that the NHS reforms will deliver efficiency savings. It’s deeply ironic that the NHS is basically seen as rather inefficient when in fact when you look at the percentage of expenditure devoted to administration and insurance, the UK’s system is one of the most efficient in the world.

Despite the extraordinary times we live in, it is surely remarkable that we are a government prepared to spend billions of pounds on a reorganisation of a system that is likely to achieve the exact opposite of what is claimed.

Ian Kirkpatrick, Professor of Work and Organisation

Ian Kirkpatrick is Professor of Work and Organisation and Director of the Leeds Social Science Institute. His research interests include: management change in professional organisations, restructuring of public services, and changes in flexible employment. He is currently a member of the editorial management team of the British Sociological Society journal, Work, Employment and Society.
China has joined those nations that have powered their way into the economic super league by tearing down domestic isolationist policies. In economic terms, Japan is China’s forerunner in exploiting export-led growth; along with the so-called Asian “tiger economies”. But it is easy to forget how recent a phenomenon this is — it was only following the radical foreign investment-welcoming “Open Door Policy” of Deng Xiaoping in 1978 that China re-emerged into the global commercial consciousness.

Since then things have changed fast. With a vast untapped pool of relatively unskilled but hard-working cheap labour, China presents ideal conditions for British and other foreign multinational firms to locate labour-intensive manufacturing activities with a view to exporting standardised and cheap goods back to the advanced markets. By 2009, the UK had invested $4.5bn in Chinese industry. If Japan is anything to go by, China will itself become a major foreign direct investing nation in its own right. It already boasts a growing number of multinational firms. Expanding operations abroad makes good business sense — establishing a sales affiliate within a large foreign market to drive exports from China, or seizing the opportunity to buy technologically more advanced and brand-owning firms. The acquisition of ailing advanced-economy companies hit by the financial and economic crisis by Chinese investors in these straitened economic times is not a bad place to start from — but to profit from China’s rising star we must also have the courage to invest yet more in our own businesses. The acquisition of ailing advanced-economy companies hit by the financial and economic crisis by Chinese investors in these straitened economic times is not a bad place to start from — but to profit from China’s rising star we must also have the courage to invest yet more in our own businesses.

Jeremy Clegg, Jean Monnet Professor of European Integration and International Business Management; and Dr Hinrich Voss, Roberts Academic Research Fellow, Leeds University Business School

Sales and cash flow, arguably the most important factors to the success of any commercial enterprise. The first one is obvious. No matter how good you are at what you do, if you can’t get others to buy your products and services then the simple fact is that you will go out of business.

The second element, cash flow, is less apparent, though anyone who has ever managed their own business will have soon realised how integral it is to success. You may have a full order book, with a list of expectant customers and all the resources in place to make the good and deliver the services. Yet, if you cannot sustain the business until you receive payment for them (which in some cases can be several months afterwards) then sadly the ‘CLOSED FOR BUSINESS’ signs will soon be up.

“I think we have all noticed how much chocolate bars have shrunk”

Increasing, or at least maintaining sales, at a time when we are all ‘economising’ is not the easiest of challenges. Incredibly, some businesses have reacted by giving the customer less (I think we have all noticed how much chocolate bars have shrunk), while others have actually hiked up their prices to counteract the fall in demand. More positively for consumers, the recession has forced many of the big name brands to offer a whole range of deals and discounts; however cleverly some have disguised them.

For smaller businesses, which can more closely target customers, a key strategy has been to look more precisely at what customers actually want, and to aim to exactly meet those needs. I am certainly keen to stress ‘added value’ to my clients and, as an unexpected bonus, some of those areas of study at Leeds University Business School which I thought I would never use (for example developing a ‘Marketing and Sales Plan’) have suddenly become very useful as a means of offering clients that something extra. Traditionally I have operated in the area of HR/Business Planning and, as part of widening my portfolio and responding to market demands, I have started to offer development of a ‘Marketing and Sales Plan’ as another area of consultancy support.

As for cash flow, the banks’ reluctance to lend money is well-documented, so alternative approaches are required. Introducing staged payments is a good idea, so that money comes in over time, rather than in one large amount at the end, while avoiding any client who has ridiculous payment terms like 60 or even 90 days (any politicians reading this please take note). Try going into your local supermarket and telling them you will pay for the shopping in three months time and see their reaction!

So it’s not all doom and gloom. There are plenty of businesses out there which are doing very nicely… and from a consumer’s perspective, many of them are crying out for YOUR custom!

Robin JW Simpson, MBA MA ACIPD MIF, Invest in People Ltd

MBA Alumnus Robin Simpson has run his own Management Consultancy Business, Invest in People Ltd, for the past 17 years. During this time he has gained both an MA in Strategic Decision Making and an MBA from Leeds University Business School. He has previously worked for the Royal Bank of Scotland, La Redoute and Bradford TEC.
RESEARCH AND THE REAL WORLD

How Business School research is impacting on society

Over the last few years the Business School has been strengthening its infrastructure to speed up the process of getting research knowledge to those who can make use of it. To make sure our published research is truly rigorous it needs to be brought into the public domain for debate. We also want our research to be relevant and have an impact so right from the design stage we take into account how it might be used to change society for the better.

A growing number of our academics and researchers have been influencing business practice through direct engagement with managers. In the policy arena, both international and within the UK, our interaction with policy makers is informing new policies and aiding decision making.

When undertaking research we are increasingly considering how might research influence practice, rather than how might practice be influenced by our research? Thinking along these lines has led us to engage with a greater number of very different research designs, particularly those where user engagement is a feature. So our academics collaborate with people in business and public sector organisations and are able to share their perspectives and ideas.

In our experience the translation of knowledge is enhanced if you develop long-term relationships with business and management user groups and policy makers. These relationships recognise knowledge is rarely a configured resource and is often embedded in particular contexts. One way in which we are creating these links is through our research centres. In particular an aim of those centres is to identify and develop new relationships with companies, stakeholders and policy making bodies.

With these objectives in mind, we have recently established a professional services sector hub within the Faculty to increase links with this important sector. The hub brings together over 20 academics from a variety of disciplines who are working with professionals in established and newly emerging types of firms as well as those who have recently transferred from public to private sector roles.

Here are a few examples of the research published recently by the Business School and the difference it has made.

Professor Richard Thorpe, Pro-Dean for Research

Influencing policy and public perceptions in the business finance world

Ed Miliband made the headlines last September when he branded private equity companies “predators” rather than “producers” during his keynote speech at the Labour party conference. The Labour leader joined a chorus of disapproval emanating from some parts of society towards the private equity industry and the methods it uses when investing in businesses, particularly small ones.

The common criticism is that private equity firms actually contribute little to the health of British business as they adopt a short-term strategy when investing. The argument goes that they are solely motivated by profit and not the long-term interests of the business and its employees, and that this ultimately increases the risk that the companies they invest in could go insolvent.

But is this true? Professor Nick Wilson and Professor Mike Wright of Imperial College London tracked the financial performance of a sample of private equity-backed buyouts between 1995 and 2010 and compared it to a matched sample of private companies, buy-outs which weren’t backed by private equity firms and listed companies. Their findings might have surprised Ed Miliband. Private equity-backed buy-outs actually showed stronger economic performance than non-private equity-backed buy-outs and outperformed on production efficiency and profitability. Taking into account the deal size and industry sector, they were found to be less likely to enter insolvency.

Wilson and Wright continue to expand knowledge in this area, and recently contributed to a government estimation of the ‘finance gap’ in a report which will be published this year by the National Endowment for Science, Technology and the Arts (NESTA), an institution which promotes innovation in the UK. Wilson is also currently working on a regional comparison of financial investment and performance of high growth companies. This research is being carried out in collaboration with colleagues from the University of Swansea. The aim is to enable analysis by company, region and industry sector as well.

Bringing doctors and medical managers back into the classroom

For the past two decades, doctors in the UK have increasingly been asked to combine their general medical responsibilities with more managerial duties. The irony is that in a profession which prides itself on the rigour of its training and standards, until recently, low priority has been given to actually training and educating doctors in this area – how do we engage doctors and what materials do they need to learn? What can happen when doctors and managers really work together on health outcomes and educational objectives? The findings fed into national policy, including a partnership approach that has been adopted between doctors and managers in Clinical Commissioning Groups.

The impact of this work is reflected in the organisational development activities of the Centre for Innovation in Health Management which has worked with several leading hospitals and GP practices. A major emphasis is placed on learning by doing, with the CIHM playing a role in transforming collaborative work between doctors and senior managers around the UK.
Optimising Foreign Investment Locations

When Chinese Premier Wen Jiabao visited the UK in spring 2009, he and the then Prime Minister, Gordon Brown, discussed research on optimal foreign investment locations at 10 Downing Street. The research was conducted in the Centre for International Business University of Leeds (CIBUL), which has been advising businesses and politicians on such issues for nearly 20 years. CIBUL, led by Professors Peter Buckley, Jeremy Clegg and Mario Kalousovs, has been identified as the world’s leading centre specialising in international business research. The research findings challenge current thinking about the selection criteria for “optimal” foreign investment locations, and have important implications for how managers structure a firm’s global network of subsidiaries. It addresses how the subsidiaries of multinational companies collectively influence the productivity of the entire group and deepens the understanding of how firm-specific and location-bound factors jointly generate value and enhance firm performance.

The research has helped organisations to understand how particular locations fit with firms’ strategic goals and existing resources, identify what location-specific factors they should consider when establishing subsidiaries abroad, and derive greater value from a wider investment location choice in particular (for example, China). The research findings have informed the location choices and internationalisation behaviour of multinationals, and influenced the services offered by various government organisations and the operation of private companies (for example, Nestlé). This has also led to service innovation in the international business advisory sector via the UKTI (the investment promotion arm of the British government) and the China-Britain Business Council (CBBC). As a result, British firms have received help identifying locations most likely to offer superior business opportunities following the global financial crisis.

Changing the Face of Business Education: Influencing practice and policy for SME growth

It is well known that managers of small businesses often have poor links with universities. As a consequence it can be harder for them to access knowledge that could be of great benefit to them in running their businesses. Research led by Professor Richard Thorpe with colleagues from the Centre for Technology, Innovation and Entrepreneurship (CENIT) has been looking at knowledge transfer in small and medium-sized enterprises. The research identified how knowledge can be transferred through a variety of mechanisms including business networks, supply chains and professional advisers and embedded in work practices and systems. It also reaffirmed how action learning, peer learning and learner-centred approaches to business education can be effective in changing behaviour and energising change. The findings have been used to develop state-of-the-art advice on how business education and leadership programmes should be delivered to small businesses, enabling them to work on their business rather than it. The use of “strategic space” has meant that these businesses have been able to capitalise on opportunities to explore new markets, expand and create jobs.

Professor Thorpe was instrumental in developing the then potential Northern Leadership Academy (NLA), a network for those higher education institutions in the North to pool their knowledge and experience in developing small firms. The NLA, originally funded by three regional development agencies is now an extended network of 25 higher education institutions and other partners, including further education colleges. It acts as an enabler in understanding the role of leadership and skills development in achieving business growth for small and medium-sized companies. In 2010, Goldman Sachs were so impressed with the rationale and fresh approach promoted by Professor Thorpe that they asked Leeds to deliver its leadership programme for 10,000 small businesses in the North. This programme is about to be rolled out nationally. More recently, Professor Thorpe has been talking to high level policymakers in the Department of Business, Innovation and Skills who are interested in seeing the work continue.

As a result, British firms have received help identifying locations most likely to offer superior business opportunities following the global financial crisis.

I met with many world leaders, including US President George W. Bush, the UN Secretary-General Ban Ki-moon, and the US Secretary of State Condoleezza Rice, amongst others. When President George Bush visited Thailand we discussed a ‘Royal Initiative’ in Thailand – a project to reduce the amount of opium produced in Thailand without using force. The project was successful in encouraging producers to switch from opium to fruit and vegetable production. The President was so keen for his team to hear about this, he immediately called everyone to attention by clicking his glass and literally the room about the project: advising his team to apply this strategy across the world – something I wasn’t expecting, but a very proud moment.

What advice do you have for current students or alumni wishing to pursue a similar career?

I have a philosophy about life that I have learnt from nature that is “don’t be a hornet that tries to pass a glass window”. A hornet has quite a powerful sting but finally it will die at the bottom of the window frame if it tries to charge forward. However if it moves backward and looks around there may be an open window nearby to fly out. So in life and business you may be quite confident and sure that you are absolutely right but I think it is wise to learn how to step back and look around before making a final decision.

SPOTLIGHT ON:

Sahas Bunditkul (MBA 1984)
Former Deputy Prime Minister of Thailand

Dr Sahas Bunditkul, former Deputy Prime Minister and acting Foreign Minister of Thailand, was among the first MBA class intake at the University of Leeds in 1983. He started his professional career as a lecturer in Mechanical Engineering and then worked in various capacities in the railroad and petrochemical industries. His most challenging executive post was when he served as a Deputy Governor of Bangkok, the capital of Thailand, from 2000 to 2004, and as Deputy Prime Minister and Acting Foreign Minister of Thailand in 2008.

Why did you choose the Business School?

I wanted to become a top executive and to understand accountability concepts so that I could bridge the gap between the engineering and financial sides of business. The Leeds MBA was the programme for me.

What are your best memories of your time at Leeds?

Learning from department head, Professor Jack Butterworth and MBA programme director, Professor John Hayes, along with the shared experiences of my classmates were really valuable to me. As I was a senior staff member of the State Railway of Thailand at that time, I was also provided with a free first-class rail pass from British Rail, which I still keep as a remembrance. I went all over the UK in my spare time.

What has been the highlight of your career?

The highlight of my career was serving as Deputy Prime Minister of Thailand in 2008. I had to oversee six ministries and was also Acting Minister of Foreign Affairs for a period of time. I participated in various international meetings and negotiations, such as at the Food and Agriculture Organisation of the United Nations (FAO) and the Association of South East Asian Nations (ASEAN), and had an opportunity to address the podium in the main assembly hall of the United Nations in New York.

Changing the Face of Business Education: Influencing practice and policy for SME growth

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Getting the best for you and your business

Few can have missed the rise of Twitter, Facebook and LinkedIn over recent years, alongside the shift from print to digital. More and more employers internationally are using social media tools to screen or seek potential candidates and integrated communications are increasingly important in driving sales and positive corporate messages. Focusing on just one of these, we asked three different people for their experiences, hints and tips of using LinkedIn and the benefits it can bring to both businesses and individuals if used to its full effect.

Using LinkedIn for Maximum Impact

From business development and marketing, to research and recruitment, customer relations and intelligence gathering, social media platforms are massively powerful communication tools that have been successfully integrated into many professional working practices.

With 135 million global users, LinkedIn is regarded as THE professional networking site globally providing the opportunity to represent and promote yourself 24/7, making you visible and giving you visibility of your trusted professional network. In the UK we now have approaching half of the professional working population active on LinkedIn. With an average salary of £60k and age of 46, they are likely to be the decision makers most people would like to engage with. It’s not just about having a static profile. With 38% of users active on a daily basis, and 67% active several times a week, it’s about habitual use and adopting new and far more effective working practices. These individuals and businesses are winning new business, forging partnerships, sourcing new suppliers both locally and internationally.

Making the most out of LinkedIn

Represent yourself in the best possible light

Complete your profile fully using all elements of your CV. Be transparent and honest, and show your target audience who you are, why you’re good at what you do, and why people buy into you. If you don’t blow your own trumpet, then who will?

Make sure you add credibility by adding qualifications, awards, examples of key career achievements. Give your audience reasons to want to connect with you.

Connect and build your network

Replicate your ‘real-world’ network – people who you know; like; trust. When you meet someone new, exchange business cards... then ask to connect with them on LinkedIn. The power of LinkedIn comes into its own by connecting you to friends of friends; contacts of contacts; and leveraging these relationships.

Engage your audience

Promote your expertise and share your knowledge. Give your audience little sound bites of information and news that might be useful to them. Guide them to all of that engaging and great collateral that exists (potentially hidden away) that proves how good you are as an individual/organisation/expert.

Listen and join the conversation

Keep up to date on a daily basis on what’s happening across your network of contacts through status updates. Join groups, gather intelligence and research; find opportunities; add to discussions; start discussions and gather opinion.

Be mindful of etiquette

Like any communication medium, be aware of dos and don’ts, of what’s acceptable and what’s not. Gauge the audience and follow best practice. Simple rule of thumb: If in doubt (about writing, saying or doing something), then don’t!

The Social Media Expert

Michael Ham, Programme Director, V Social (and consultant to the Business School)

The Job Hunter

LinkedIn Helped Me Land a Job, Ben Smart (MBA 2011)

I decided to join the Business School’s MBA course in order to gain the business qualification that would help me make the career move from commercial litigation law to the waste management sector. Whilst having previously advised on materials recycling, I took time while studying for my MBA to research the waste management industry and attend relevant industry conferences to further my list of contacts.

I took advice from Leah Bennett, the MBA Careers Consultant at Leeds University Business School, about adapting my CV to reflect the role I was aiming for. I joined LinkedIn, and groups on that network to connect and seek advice from potential employers in the industry.

I was very surprised at the responses to my queries on where my skill set was best suited. I received 15 responses from the various LinkedIn groups, and four turned into job offers. I eventually accepted an offer from Straight plc as the Head of UK Corporate. The company is the leading player in sales of recycling solutions to the local authority market, however my department’s role is now to develop sales of recycling solutions to commercial enterprises including large UK Corporates, waste management companies, and facilities management companies.

- Professionals are now signing up to join LinkedIn at a rate that is faster than two new members per second
- More than 2 million companies have LinkedIn Company Pages

“LinkedIn is regarded as THE professional networking site globally”

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"Knowing how to connect can help you in so many ways”

**Connecting Professionally**

Groups on LinkedIn can be extremely beneficial for a variety of reasons, especially if you actively participate. They expand your network beyond your contacts and enable you to build new connections. Wider benefits of being active in a group may include getting careers advice, gaining knowledge, sourcing a mentor and even finding employment. 

Being active in a group includes posting relevant and appropriate news and information, participating in discussions, ‘liking’ a discussion or comment, inviting people to events and posting job opportunities in the relevant areas. Most groups have rules attached to them – ensure you are familiar with these.

**Tagging**

Put on your marketing hat and think about your key stakeholders. You can only look at your first connection contacts’ contacts. If you are interested in contacting with someone that is a 2nd or 3rd level connection, I suggest that you ask your 1st level contact to introduce you. This is the normal etiquette when you are networking or wanting to connect with an unknown individual. Networking and making connections is still a very common method for gaining employment or building business. 

**Searching for Employment**

Before you do anything on LinkedIn, ensure your LinkedIn profile is complete, and clearly demonstrates what you are trying to achieve (your purpose). The obvious starting point when job hunting is to look in the ‘general jobs section’, followed by discussion areas and job sections within a group. A more subtle technique is to actively engage in the right groups by posting items of interest, replying to discussions, etc. Once you are fairly active, everyone will know who you are in the group which will be an opportune time to ask for help. Do tell them what opportunities you are looking for, and ask for advice. This method seems to be working for some alumni, but don’t forget to use other methods of job search such as face-to-face networking, head hunters, targeting employers, job sites, and so on.

**Useful Links**

**Job searches using social media:**
- [http://www.expressandsun.co.uk/employment/2010/08/31/](http://www.expressandsun.co.uk/employment/2010/08/31/)

**Blogging:**
- [http://weblogs.about.com/od/bloggingtips/tp/TipsBeginnerBloggers.htm](http://weblogs.about.com/od/bloggingtips/tp/TipsBeginnerBloggers.htm)
- [http://linkd.in/uDBIzP](http://linkd.in/uDBIzP)

**Leeds University Business School LinkedIn groups**
- [Leeds University Business School Group](http://linkd.in/tCOYMK) (over 2,000 members)
- [Global Employability](http://linkd.in/uDBIzP) (sub-group)
- [Leeds University Business School Alumni](http://linkd.in/ynmw5c) (sub-group)

I graduated with Honours, and was part of the Omani Cultural Club and diversity management committee at Leeds University, as a student representative. I have also been a member of the University Women’s Committee. This gave me valuable experience in dealing with many different students’ issues and concerns. I also helped organise student events which introduced me to different nationalities from around the globe.

Since I graduated, I started my own fashion line “Lucky Nooni” which features t-shirts that blend traditional Arabic embroidery and fashion to everyday t-shirts. It’s a perfect blend of East and West and has gained huge recognition. Since its launch in April 2010, the line is now carried in different brand boutiques in the United Arab Emirates, Kingdom of Bahrain, and “Sultanate of Oman”. I am really proud of this success and the acceptance of my brand, and it has encouraged me to go further and unleash my designing skills to create trousers, skirts, and a men’s line soon.

"If you have passion for what you are studying, or where you want to work, then nothing in this world can stop you"
What are you doing now?

Christine Soh (MBA, 2011)

“My Leeds MBA inspired me to get onto the prestigious Edinburgh PhD program. I recently presented my ideas at a poster presentation where I obtained very beneficial feedback from lecturers and PhD students.”

Carolyn Labudek (MSc Business Management, 2010)

“Since October I’ve got a new job in Berlin. I am now working for Mercedes-Benz Bank in the field of credit analyst. I very much enjoy meeting new people, learning more about the automotive industry and living in Berlin which is very huge in my eyes. And I believe that my studies in Leeds have contributed to this in many ways....”

Beenish Shaf (MA Advertising and Marketing, 2010)

“I came from an engineering background and when I got into advertising at the Business School it was a dream come true. I am currently working as brand evangelist at American company Newton, and I’d like to thank the Business School because people are always impressed that I am a Leeds graduate.”

Prateek Yadav (MSc Management, 2009)

“Last year, Leeds University Business School alumna, Prateek Yadav, married Aparna Bish in one of India’s biggest weddings. Around 100,000 guests attended their wedding in December 2011.”

Sujeewa Alwis (Evening MBA, 2008)

“In 2009 I co-founded Insighlytics Ltd, a software development company that helps organisations extract actionable business insights from social media. We have developed some cutting edge software for social media analytics for a number of areas including marketing, finance and security. http://www.insighlytics.com”

Matt Heame (MBA, 2004)

“The Marathon de Sables is renowned as one of the toughest footraces on Earth, a 156-mile trek over six days across the Sahara Desert in Morocco. I recently returned having battled sandstorms, scorpions in my bivouac, temperatures as high as 57 degrees, and badly blistered feet. With gritted teeth, determination and paracetamol, I managed to hobble across the finish line. It was an amazing experience and the scenery was truly stunning, although next time I hope to admire it from the relative comfort of a camel!”

Ben Lee (MSc Management, 2004)

“I started up my own business last year, providing car rental search, price comparison, and booking services (http://www.zuzuche.com). After months of preparation, my company successfully received venture capital funding of several million dollars. Now my company website is a leading car rental platform – and is still growing fast!”

Amy Schultze (International Marketing Management, 2004)

“After nearly 12 years of marketing in the beauty and cosmetics industry, working for Fortune 500 companies, I’ve now moved into the world of Higher Education, doing marketing at Columbia Business School.”


“After graduation, I became a news reporter for China Central Television, and I was promoted to market editor and anchor in April 2010. I have interviewed a great number of global business, political and opinion leaders in the past 5 years, and University of Leeds Vice-Chancellor Michael Arthur is among them.”

Alexey Kim (MSc Economics and Finance, 2003)

“I currently work at LLC Orient Capital Management as a Head of Research Department and manage a team of four research analysts, who provided recommendations and research insight for international institutional and private investors, who seek opportunity to invest in frontier markets like Uzbekistan. As a result, we attracted international investments for a total amount of more than $100m into pharmaceutical, textile and retail sectors of Uzbekistan. In 2011 I became a CFA charter holder and currently a regular member of a Hong Kong Society of financial analysts.”

James Sutton (MA Advertising and Marketing, 2003)

“After doing the Three Peaks Challenge in the summer of 2008, 4 friends and I challenged each other to do one challenge per month for 12 months including performing a stand-up comedy routine, sleeping rough on the streets, doing a 9 mile fell running race, making a film in 48hrs, and so on. Towards the end of 2009 I decided to fulfil a life-long ambition of travelling round South America for a few months, which was simply incredible. Returning in spring 2010 I was hired by Grey London, where I am an Account Director working on the Schwarz (spirits), Ginsers and Cordysh brands.”

If you have any news or updates you’d like to share please get in touch on: alumni@lubs.leeds.ac.uk
EVENT REVIEWS

Spring

Mar 26 First meeting of the Thailand Business School Alumni Group
The new Thailand Business School alumni chapter, formed last year by Dr Prin Pornkittipart, MBBS, 2002, with support from the Business School, held its first meeting in March at the Royal Bangkok Sport Club. Eighteen alumni attended the meeting and enjoyed networking together. The group have set up a Facebook group for Thai alumni and plan to get together several times a year.

Mar 31 The MBA Annual Business Dinner 2011
Over a hundred MBA students, staff, local business contacts and MBA alumni gathered at the Queen’s Hotel, Leeds, for the MBA Annual Business Dinner: ‘Connecting Global Talent with Business’. Keynote speakers were Dr Graham Honnold, Chief Executive of Sheff Field Forgemasters, talking about ‘Buyout and turning a struggling company of Sheffield Forgemasters, talking about Talent with Business’. Keynote speakers at the Queens Hotel, Leeds, for the MBA Business Dinner 2011.

Autumn

Sep 10 Alumni lecture at the University of International Business and Economics (UIBIE), Beijing
Professor Peter Buckley, Head of International Business, Director of CIBUL, and now Cheung Kong Scholar Chair Professor at UIBIE, delivered a Business School alumni lecture titled, ‘The modern multinational enterprise – towards the global factory’. Professor Buckley stated “Only when we get to the right degree of cultural sensitivity will we be successful in creating a ‘global factory’.” Hugh Cauley, BA Chinese (1979), formerly Chief Executive of Dawson Holdings plc., and Mithat Kular, BSc Mechanical Engineering (1973) Unit Chief and Deputy to the Director of the United Nations Industrial Development Organisation offered comment in response to Professor Buckley’s lecture. It was followed by an informal drinks reception.

Winter

Oct 31 Khurso lecture by Martin Wolf, Financial Times Chief Economist
Commentator, ‘The Great Convergence: India, China and the Future of the World Economy’
Martin Wolf delivered the third annual Khurso lecture to a packed audience at the Business School. He described the economic rise of the “Asian giants” as “the transforming economic events of our lifetimes and the quickest transformation ever seen – bigger than the rise of the US and comparable to the Industrial Revolution.” He highlighted that the great convergence calls for huge global adjustment in which the operation of the global economic system needs to be transformed, to take account of the rising weight of the giants.

Nov 05 Alumni lecture in Athens, Greece: ‘Creating Marketing Communications… Why do we bother?’
Nearly 50 Business School and Leeds alumni attended an alumni seminar in Athens last November run by Tony Byng, senior teaching fellow. With a full seminar room, there was a great buzz to the event. Tony explored the myths and realities behind the benefits of creativity in marketing in his seminar titled ‘Creativity in Marketing Communications… Why do we bother?’, followed by a thought-provoking question and answer session.

Forthcoming Events 2012

September

20 Sep 10 Alumni networking, Lagos, Nigeria, February 2011

October

21 Oct 31 Alumni networking, Lagos, Nigeria, February 2011

November

08 Nov 05 Alumni lecture in Athens, Greece: ‘Creating Marketing Communications… Why do we bother?’

December

08 MBA dinner
The Met Hotel, Leeds, UK

International Groups and Events

We have alumni groups across the world that organise events and reunions. If you would like to set up an alumni group or organise an event where you live, please contact us on alumni@lubs.leeds.ac.uk for help getting things started. For more information on our current groups visit http://business.leeds.ac.uk/alumni/international-alumni-groups.

CHINA
http://business.leeds.ac.uk/alumni/international-alumni-groups/china/

GREECE
http://business.leeds.ac.uk/alumni/international-alumni-groups/greece/

INDIA
http://business.leeds.ac.uk/alumni/international-alumni-groups/india/

INDONESIA
http://business.leeds.ac.uk/alumni/international-alumni-groups/indonesia/

JAPAN
http://business.leeds.ac.uk/alumni/international-alumni-groups/japan/

NIGERIA
http://business.leeds.ac.uk/alumni/international-alumni-groups/nigeria/

THAILAND
http://business.leeds.ac.uk/alumni/international-alumni-groups/thailand/

SINGAPORE
http://business.leeds.ac.uk/alumni/international-alumni-groups/singapore/

For more information on our current groups visit http://business.leeds.ac.uk/alumni/international-alumni-groups.

http://srmt.leeds.ac.uk/alumnisurvey2012.html

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