

Developing your future global leaders

It all begins with a unique mix of highly talented and motivated participants. We look for and will only consider individuals with a demonstrated potential to become future global leaders as well as excellent general managers. Thanks to the quality of the applications that we receive and an applicant to enrollment ratio of 8:1, we are able to be highly selective and uncompromising throughout the admission process.

The IMD difference

The right people

The first hurdle, the written application, must reflect strong academic ability, real management capacity, leadership potential and cultural and managerial diversity. We seek to understand what applicants consider important, how well they communicate it and how integrated they are in their different communities.

Letters of recommendation give us an outside assessment of a candidate's overall personality, influence and impact on people and organizations both professionally and privately. By the time we invite a candidate for an interview, we feel we already know that person quite well, so we focus on assessing the energy, drive, passion and other characteristics that make that candidate stand out above the crowd.

The right program

The IMD MBA works side-by-side with the IMD Executive Development Programs, the heritage of IMD, and is the only MBA program in the world that runs joint sessions with several of these programs.

The Executive Program faculty and MBA faculty are one and the same. They interact with senior executives on an on-going basis in IMD open enrollment programs and bring this experience into the MBA classroom. Many of the 51 full-time professors, representing 20 nationalities, are recognized world authorities in their fields and are actively involved in 'Real World' research with top international corporations. This strong combination ensures that professors remain firmly on top of the latest developments in management and maintain a high level of awareness of the business world.

In 2002, the IMD MBA introduced Dynamic Learning Networks - networks of people from firms around the world who collaborate virtually to create knowledge about a topic of importance and interest. MBAs are instrumental in leading the creation and development of these forums made up of IMD MBAs, MBA and EMBA alumni and executives from the 150 firms belonging to IMD's unique Learning Network with which we maintain a particularly active relationship.

The intensive 10-month program is designed to push participants beyond the daily challenge they face in the classroom. They are tested in the field through a number of off-campus leadership exercises where they discover and understand what it takes to lead in a global business context.

One of these leadership exercises is a one-week discovery expedition to a country such as Bosnia. Here they interact with leaders from business, society and government who are struggling daily to rebuild their country, its economy and its social fabric. The experience is designed to force participants to re-evaluate the kind of leader they want to be. It also helps prepare them to drive their company's corporate social responsibility towards a broad range of stakeholders with differing, and often conflicting, needs and expectations.

The special challenges of entrepreneurship are learned by working with start-up ventures. Teams develop a business plan and sell an existing entrepreneurial idea to venture capitalists. Then, during the 8-week international consulting projects, participants gain hands-on experience working with top management of global companies on genuine strategic issues, applying what they have learned during the program.

The right place

Since participants come from some 70 countries around the world to attend our MBA or other senior executive programs, IMD is recognized as a highly stimulating and enriching "global maelstrom". Thus we bring to Lausanne a cultural diversity that cannot be matched by a short duration exchange program or multiple campuses.

The right reasons

We deliberately keep the IMD MBA small and selective - we limit the class to 90 people each year because we believe that world-class business leaders cannot be mass-produced. We follow each participant throughout the program, providing very personalized leadership training with a view towards practicality and reality.

IMD can credibly claim to offer participants the exhilaration of self-discovery and of developing their creative and leadership abilities. This enhances their capacity and courage to make meaningful and timely business decisions in an increasingly challenging environment where only the best will survive and win. The IMD MBA helps participants become engines of success within their respective organizations around the world.

IMD MBA 2004 class profile



AGUDO, Angel; Spanish; 30
Angel.Agudo@imd.ch
English, Spanish, French (G)
MSc Industrial Eng, ICAI-ICADE, Madrid, Spain; UMIST, UK; ICAM, France

7 years of International Project Management in IT, logistics, export and change management

Project Manager – Loewe (LVMH Fashion Group)

- Piloted worldwide data analysis processes. Developed a corporate datawarehouse for retail, financial, logistics, CRM and marketing information. Managed a \$200k budget.
- Led Retail System IT implementation in Europe.

Health Care Export Project Manager – Orla Medica

- Managed a commercial team of 3 and the relationship with a manufacturing plant
- Created the export division (\$2.5m turnover)



ALTURKI, Sultan; Saudi Arabian; 29
Sultan.Alturki@imd.ch
Arabic, English
BSc (Hons) in Finance

7 years in structured finance and advisory

Senior Manager, The National Commercial Bank, Saudi Arabia

- Managed Structured Finance unit and achieved units' best results since 1997 (in terms of revenue, profitability, and no. of transactions closed)
- Led NCB to win the Saudi railways expansion project advisory mandate (\$3b project on BOT basis) which is a land mark transaction in the Kingdom and the largest advisory mandate in NCB history
- Participated in a total of over 25 transactions
- Developed new products, and attracted new clients
- Became the youngest senior manager in the bank



AXON, Steven; Canadian; 29
Steven.Axon@imd.ch
English, French (G), Spanish (B)
BEng Mechanical Eng, MEng Biomedical Eng; U of Toronto (Canada)

5 years of Strategy Consulting and Bus Development in Biotech and IT

Project Manager; Strategic Health Innovations (Canada)

- Managed JV business development efforts with IBM in Asia
- Developed R&D strategy (cancer vaccine) for global pharma client
- Developed business plan for a national drug delivery research center

Management Consultant, Life Sciences Group; Accenture (Canada/USA)

- Advised pharmaceutical executives (Pharmacia, Aventis Pasteur, AstraZeneca) in technology strategies and supply chain management

Commodity Manager (Programmable Logic Devices); Celestica Inc

- Managed business development negotiations for a \$100m portfolio
- Led global consolidation of supply chain; achieved 30% savings



BARRETT, Anthony; Australian; 30
Anthony.Barrett@imd.ch
English, Spanish (B)
BSc (Computer Science), LLB Hons (Law), Monash University, Australia

5.5 years in legal transaction management and corporate advisory

Deacons (Hong Kong); Freehills (Melbourne, Australia)

- Managed numerous corporate and commercial transactions, including acquisitions, mergers, joint ventures, private equity investments and distribution, licensing and agency arrangements, in a broad range of industries across Asia and Australia
- Led international transactional teams of up to 20 professionals
- Assisted various clients to establish operations in Australia, Hong Kong, PRC, Vietnam and Taiwan
- Participated as legal advisor in one of the highest-profile industrial disputes in Australian corporate history



BHATNAGAR, Pratik; Indian; 33
Pratik.Bhatnagar@imd.ch
English, Hindi, Urdu, French (G), Russian (G)
MA International Relations, Yale University; MA Economics, Delhi School of Economics; BA (Hons) Economics, University of Delhi

7 years as an international strategy and government consultant

Manager/Project Leader, BearingPoint, Inc.

- Developed a \$3m assessment system for the U.S. Govt. to monitor the quality of public housing inhabited by 6m low-income Americans
- Created business plans, financial models, and market-entry strategies for media, entertainment, and technology start-ups

International Economist, PricewaterhouseCoopers L.L.P.

- Formulated models to measure economic and political risk. Devised audit defense strategies to minimize risk of international tax and transfer pricing penalties for globally dispersed firms



BLANC, Jean-François; French; 32
Jean-Francois.Blanc@imd.ch
English, French, German (B)
Diploma Engineer Supélec (Paris), France

8 years in corporate management of IS/IT projects & people

IS Manager, Financial, Sales & Marketing Systems, Gemplus Int.

- Established corporate strategy for EPR, CRM and e-Commerce systems
- Implemented IS/IT projects across 10 affiliates spanning 3 continents
- Managed an international team of 15 project leaders, budget of \$15m
- Led new company-wide project management practices

IS Program Manager, Manufacturing Systems, ExxonChemical UK

- Launched and led a \$15m implementation of a new corporate manufacturing information system for 25 chemical plants world-wide

IS Project Manager, Elf Congo, Nkossa Platform

- In charge of information systems commissioning and start-up



BRUDER, Achim; German; 32
Achim.Bruder@imd.ch
German, English, French (G), Spanish (G), Italian (B)
BSc Business Administration, European Business School, Germany

9 years of experience in managing a fashion company

ABRO Adam Alois Bruder GmbH (Germany), Managing Director

- Responsible for marketing, sales, finance, accounting, human resources and IT
- Managed a team of 40 across all functional departments
- Supervised sales agencies in all major European countries
- Developed and implemented new marketing strategies
- Led the expansion of the company into different European markets



CHEAH, Shu Kheem; Malaysian; 30
ShuKheem.Cheah@imd.ch
English, Malay (G), Mandarin (B), French (B), Hokkien (B)
BSc(Econ)London School of Econ; BSc(Financial Svcs)U of Manchester; Inst.of Chartered Accountants(UK); Chartered Inst.of Bankers(UK)

6 years in Commercial Banking, 3 years in Auditing

Assistant VP, E-Solutions, HSBC Singapore

- Managed the launch of Business Internet Banking and SMS Banking
- Won deals from Singapore's largest insurer and telecom companies

Relationship Manager, Commercial Banking, HSBC Singapore

- Structured a 5 country credit deal for a MNC cable company
- Managed the credit relationship of 50 companies

Audit Manager, Brebner Allen and Trapp, England

- Managed, planned and supervised audit team of 5
- Provided accountancy and taxation services to various companies



CHOI, JinWon; Korean; 32
JinWon.Choi@imd.ch
Korean, Japanese, English, Chinese (B)
BSc Computer Information Systems SUNY College at Buffalo, NY, USA (Summa Cum Laude)

8 years in software management & entrepreneurship

R&D Solution Team Manager, e-net corp, Japan & Korea

- Initiated and developed a market-leading m-commerce software. Chosen by 3 Application Service Providers in Japan
- Managed 3 software products and led team of 8 engineers
- Took leadership role in identifying opportunities and winning sales contracts. Successful contact management with major IT firms

CEO, Benchmark Limited, Japan

- Founder of online-marketplace provider for architects

Systems Analyst, Morgan Stanley, Tokyo & New York

- Developed & supported equity trading systems: basket trading, etc.



COHAUSZ, Dirk; German; 31
Dirk.Cohausz@imd.ch
German, English, French (B), Spanish (B)
MSc History U Düsseldorf; BSc Journalism GvH

6 years in Journalism and Entrepreneurship

Business and Financial Journalist

- Reported for leading German business newspapers from the US, Mongolia, and China
- Interviewed business and political leaders and broke lead stories ahead of the competition

Founder of COMEDIUM, a multi-media firm

- Developed and executed general operations, business development, and marketing strategy
- Positioned the firm as the market leader in online coverage of business events & trade fairs

IMD MBA 2004 class profile



COIMBRA VILLELA, Alexandre; Brazilian / Swiss; 30
Alexandre.Coimbravillela@imd.ch
Portuguese, English, French, Spanish, German (G), Italian (B), Mandarin (B), Thai (B)
MSc. Microengineering, Swiss Federal Institute of Technology

6.5 years in Manufacturing and Supply Chain Management

Supply Chain Project Manager - Nestlé Worldwide HQ

- Evaluated investment proposals from Latin American businesses
- Defined logistics framework for Nespresso launch into new markets
- Created tools to estimate cost of complexity in distribution
- Participated in the set-up of a supply strategy in Germany

Head of Industrial Performance - Orbe Plant - Nestlé Switzerland

- Developed an integrated approach of continuous improvement
- Directed personnel in developing a process-oriented structure
- Optimised the use of systems for material handling and traceability

Internal Consultant - Nestlé Productivity Team - Thailand & Colombia



DEVENY, Marcel; Dutch; 32
Marcel.Deveny@imd.ch
Dutch, English, German (G)
BBA, Maastricht U (The Netherlands), incl semester at MBA School of Indiana U (USA) & semester at Budapest U of Economic Sc (Hungary)

8 years in Marketing & Sales at MARS and Procter & Gamble

- 4.5 years marketing at MARS incl 3.5 years in Czech Republic & Slovakia
- Led team of 11 people; member of local management team
- Consistently over-delivered targets; recognized by European President for achieving highest growth in Europe
- Strategy leader for biggest brand in Central Europe & Nordic region
- Led Efficient Consumer Response (ECR) project at P&G. Developed and implemented innovative business concepts at largest Dutch retailer. ECR project resulted in record high market shares; awarded with placement in P&G's Global ECR Best Practices dbase



DOLDERSUM, Bert; Dutch; 33
bert.doldersum@imd.ch
Dutch, English, German, French (B)
MSc Industrial Eng. & Mgt., Twente U.; BSc Oil and Gas Technology, Amsterdam U., The Netherlands

6 years in Operations Management, Corporate Restructuring and Engineering & Contracting

Stork MPS, Assistant to Managing Director, The Netherlands

- Restructured and managed 100 people operations department
- Set up new organisation structures for 220 people

Penguin Ventures, Investment Analyst, The Netherlands

- Coordinated \$2.5m cost savings project
- Implemented management systems for \$70m company

Stork NV, Project / Contract Manager, Oman and The Netherlands

- Set up a \$230m oilfield contract and managed \$6m oilfield construction project



DONTSOV, Nikolai; Russian; 27
Nikolai.Dontsov@imd.ch
Russian, English, French (B)
MSc in International Economics, Russian State University for Humanities

8 years in Business Development and Operations

COO, Depository Clearing Company, Russia

- Initiated and executed major internal restructuring project
- Headed team which created unique clearing scheme for Russian securities

Director, Equity Business area, Renaissance Capital Group, Russia

- Co-managed largest business unit (annual volume \$50b, budget \$30m)
- Responsible for business development, planning and internal control
- Created core in-house IT systems which helped keep headcount stable while volumes increased 5 fold
- Supervised activities of London and NY offices
- Built efficient operations area after the crises of 1998



ELIOT, William; British; 30
William.Eliot@imd.ch
English, French (G), Italian (B)
MEng Engineering, Economics & Management, Oxford University

6 years in strategy consulting and business development

Strategy Manager - Accenture, London

- Identified annual synergy savings of \$100m from the merger of two energy supply and distribution companies
- Managed partner relationships during the start-up phase of the UK's leading online retailer of consumer energy products
- Developed and implemented a management information process to ensure \$60m of benefits were realised from a major change program

Business Consultant - VSO, Zambia and The Gambia

- Advised the Gambian government on the role of IT in education
- Transformed a furniture workshop into a profit making enterprise



ELLIS, Suzanne; American; 27
Suzanne.Ellis@imd.ch
English, Italian (G), Spanish (G)
BA Cum Laude, Literature and Art History, Pomona College, USA

5 years merchandising/product development in fashion & luxury goods

Bally SA, Switzerland

- Designed and implemented the global product strategy for men's leather goods category (\$25m)
- Led 10-person cross-functional team through development process
- Ensured product met company financial objectives, brand image, and diverse needs of retail and wholesale markets in Asia, US, and Europe
- Increased category sales by 26% and margin by 10 points despite unfavorable market conditions

J.Crew Group, Inc., New York

- Merchandising and product development for women's apparel



FABIANO, Matteo; Italian; 33
Matteo.Fabiano@imd.ch
Italian, English, French (G), Dutch (B)
Msc Aerospace Eng, Politecnico di Milano (Italy), TU Delft (Netherlands)

7.5 years of leadership experience, 6 in Global IT Services Management

Procter & Gamble/HP Services - IT Systems Manager (Belgium)

- Managed \$3.5m global web hosting contract (6 people, 200+ websites); overhauled pricing to end 3 year loss - as a result received HP Achievers Club Award
- Led e-commerce, system integration, and business continuity projects
- Built and managed support team; trained offshore team

IBM - Project Manager (Italy)

- Led team of 7 on country-wide project to remarket 6000+ unused PCs
- Reduced idle equipment by 60%, optimized capital investment

Italian Air Force - Lieutenant, Training Officer

- Trained and led 500 officer cadets, appointed Platoon Commander



FOGED, Jens Christian; Danish; 32
Jens.Foged@imd.ch
Danish, English, French, Swedish (G), Norwegian (G)
Degree in Shipping/economics, A.P. Moller Shipping School

13 years experience in Container Shipping, Logistics and Supply Chain Management with A.P. Moller - Maersk A/S

Managing Director - Korea and Japan

- Developed and implemented global strategy in both countries
- Led and managed the organisation of 105 people to generate sales revenue of \$50m

Commercial Manager - Corporate Head-Office - Denmark

- Responsible for strategic and commercial development; revenue of \$220m and two people supervision

General/Sales Manager - Guinea, Benin and Niger

- Set up and developed three agencies in West Africa

Sales/Customer Service in France



FORTE, Hernan; Argentinean; 33
Hernan.Forte@imd.ch
Spanish, English, Portuguese
Industrial Engineer, UBA, Argentina

9 years in Strategy and General Management in the Steel Industry

Operation manager (Brazil)

- Responsible for the full operation (annual turnover of 50\$m)
- Led reengineering project to increase 1st year sales 30%, integrated activities from 4 to 2 facilities and obtained ISO 9000

Corporate Controller (Argentina)

- Control of industrial cost & investment, led SAP implementation
- Participated on the turnaround project, defined company strategy

Business Development Analyst (Argentina)

- Set up of four new companies in South America. Implemented the distribution network, sales budget and equipment installation



FORTIN, Olivier; French; 29
Olivier.Fortin@imd.ch
French, English, German (B)
Postgrad. in Accounting and Finance, LSE; Master in Finance, EDHEC

5 years in corporate finance / investment banking

Senior Associate, M&A, Merrill Lynch London

- Managed transactions on a day-to-day basis including due diligence processes, public filings and valuations
- Executed cross-border M&A mandates with values ranging from \$60m to \$19b
- Evaluated strategic options for corporates and LBO funds

Financial analyst, M&A, Salomon Smith Barney London

- Advised major clients in their acquisitions
- Performed corporate valuations and financial analysis
- Participated in Salomon's marketing initiatives

IMD MBA 2004 class profile



GANS, Justin; American; 31
Justin.Gans@imd.ch
English, Spanish (G), German (B), French (B)
BSc (military honors) United States Naval Academy

10 years of leadership positions as a special operations officer in Europe, Asia and Africa. US Navy SEAL; Rank- Lieutenant Commander

- Platoon Commander, Operations Director and Training Supervisor**
- Led 30 men through 6 months of combat operations in the Middle East and Asia. Trained with forces of 18 different nations.
 - Hand selected to be 3rd-in-command of a 90-man SEAL Team and the coordinator of Navy special operations for Southern Europe and Africa, managing strategy, logistics and leading international negotiations.
 - Supervised basic SEAL training, leading 19 instructors in the training, evaluation and selection of 800 candidates annually.
 - Ranked first of 45 officer peers across three different SEAL teams.



GERAETS, Maarten; Dutch; 31
Maarten.Geraets@imd.ch
Dutch, English, French (B), Bahasa (B)
Msc Management & Organisation, U of Groningen, the Netherlands

6 yrs FMCG sales and marketing experience in Asian-Pacific markets

- AVP Marketing Projects - Nestlé (Indonesia, Australia, New Zealand, Switzerland)**
- Managed an innovative marketing structure. Responsible for the development, planning, and execution of all marketing activities across all categories
 - Led a team of 21 people with total budget of \$10m, running more than 95 projects each year
 - Turned around and outsourced the product sampling infrastructure to enable efficient reach of 20m consumers a year across 11 cities
 - Developed a new category business plan including JV negotiations



GREGORY-HOOD, Carrie; British; 33
Carrie.Gregory-Hood@imd.ch
English, Spanish, French
Chartered Accountant, ACCA, UK; MA (Hons) Spanish & Politics, Edinburgh U, UK, one year exchange programme with Granada U, Spain

7+ years international finance experience in telecoms and banking

- Vendor Finance - Marconi plc, London**
- Expanded this business into untapped markets in Spain & Scandinavia
 - Developed a new pricing model to win a \$160m contract
- Mergers & Acquisitions - BNP Paribas SA, London/Paris**
- Managed the Scandinavian team (group of 4)
 - Led on a day-to-day basis the valuation, negotiation and execution of \$1b+ of transactions in the financial, building and transport sectors
- Trained Guatemalans in business & finance for a village cooperative**
EU Stage, DG I-External Relations, European Commission, Brussels



GREWAL, Harjeet; British; 29
Harjeet.Grewal@imd.ch
English, Swahili, Hindi (G), Punjabi (G)
BSBA double major Marketing & Business Admin. U of Arkansas

7 years of managing international markets for multinational companies

- Regional Business Development Manager: Japan Tobacco Int.**
- Responsible for Sub-Saharan Africa and Indian Ocean Islands
 - Developed and implemented the regional expansion strategy
 - Assisted Tanzanian govt. on export procedures for high risk items
 - Increased sales from \$0.05m in 1998 to \$5.5m in 2003
 - Managed a team of 3 country managers
 - Planned and executed marketing programs in 4 countries
- Sales and Development Manager: Timber Sales East Africa**
- Key account management and expansion of business to Middle East
 - Doubled export volumes & managed a team of five sales reps



GÜEMES, Mariano; Argentinean; 28
Mariano.Guemes@imd.ch
Spanish, English, French (G), Portuguese (B)
Industrial Eng. (gold medal), Austral U., Arg.

4+ years in Supply Chain Management and SME Consulting

- Quilmes Brewery (Argentina)**
- Long Distance Logistics Head (Nestlé Waters, Quilmes-Heineken, Pepsi)**
- Responsible for national logistics and Mercosur exports (\$15m)
 - Managed logistic network consisting of 18 distribution centers and 2400 tons/day freight operation
 - Saved \$0.6 m (4%) freight costs through processes innovation
 - Implemented Baesa (Pepsi bottler) and Quilmes-Nestlé's logistics merger
 - Started career as Warehouse Supervisor in a strongly unionized plant
- Endeavor NGO, SME Consultant**



HILLARD, Joanna; British; 27
Joanna.Hillard@imd.ch
English, French (G)
MChem, Biochemistry; BA(Hons) Chemistry, Oxford University, UK

5 years in International Strategy and Marketing, 1 year in Finance

- Founder and Partner of strategic marketing consultancy, Essence**
- Generated £200k consulting revenue, on client projects worth >£6m
 - Blue-chip client base including Sony, The BBC, Allianz & Quest Intl.
 - Proprietary models in ideation, product development & i-marketing
 - Managed cross-functional teams of up to 30 individuals
 - Received offer for business by established strategy consultancy
- Senior Consultant & Project Mgr with OC&C Strategy Consultants**
- £1b out-licensing strategy for global pharmaceutical.; multi-brand European roll-out for global FMCG; pan-African drinks merger strategy

Graduate Trainee Goldman Sachs, specialized in FMCG and biotech.



HURD, Jennifer; British; 27
Jennifer.Hurd@imd.ch
English, French (G)
BSc. Genetics - Nottingham U (UK & France) Nuffield Scholarship

5 years experience in business re-engineering, internal consultancy and entrepreneurial ventures

- AstraZeneca Plc (UK)**
- Delivered a complex business re-engineering programme affecting 10,000 people
 - Pioneered a programme approach that was adopted as the standard for the global corporate effectiveness agenda
- GUS Plc (UK)**
- Managed business re-engineering programmes (£18m benefits)
- Entrepreneurial Venture (Outdoor Holidays)**
- Founded a profitable on-line specialist travel venture and developed this into an off-line product marketed to high street travel agencies



JEPSEN, Anders; Danish; 29
Anders.Jepsen@imd.ch
Danish, English, German (B), Swedish (G), Norwegian (G)
MSc Eng, Technical U of Denmark; Loughborough Technical U (UK)

4.5 years in Strategy and Process Consulting

- Experienced Consultant - Accenture Strategy Practice, Denmark**
- Responsible for deal scoping, financial modeling, and governance structure design of outsourcing deals (e.g. a \$55m pharma deal)
 - Responsible for developing customer insight based market and product strategies
- Analyst - Accenture Process Practice, Denmark**
- Responsible for sales process analysis, design and configuration on a \$50m Pan-European SAP project (16 countries, \$20m annual benefits)
 - Developed IT strategy for global FMCG leader - covering IT capability assessment, best practice benchmarking, and implementation planning



JONES, Caimin; Irish; 29
Caimin.Jones@imd.ch
English, French, German, Spanish (G)
B.Eng Electronic Eng., University of Limerick, Ireland

7 years in the telecommunications, industrial and energy sectors

- Project Manager, Electrical Projects, Siemens AG, Germany & Algeria**
- P&L responsibility for turn-key projects in emerging market (\$19m)
 - Led an international cross-functional team of 16 people distributed across 3 countries.
 - Staffed and managed the local project office
 - Responded to international tender opportunities
 - Co-ordinated e-business and innovation activities
- Sales & Marketing, Siemens AG, Germany & France**
- Introduced innovative products into the French market
 - Co-managed product promotion efforts.
- Telecoms Software Developer, Aldiscon Ltd., Ireland**



KAHL, Norman; German; 32
Norman.Kahl@imd.ch
German, English, Italian
MSc Physics (Diplomphysiker), TU Chemnitz, Germany; MA Energy Economics and Management, Scuola Superiore Mattei, Milan, Italy

6 years in management consulting (strategy and transformation)

- Cap Gemini Ernst & Young, Cambridge MA, USA**
- Managed US Telecom and Media Strategic Research Lab (team of five)
 - Helped mobile operator launch GPRS business abroad
 - Developed approach for US DSL provider to remain competitive
 - Built broadband access demand model and business plan for start-up
- Gemini Consulting (a subsidiary of Cap Gemini), Milan, Italy**
- Assisted fixed line operator's BUs to manage organizational change
 - Implemented business performance indicators for global OEM
 - Designed and implemented balance scorecard for mobile operator

IMD MBA 2004 class profile



KARABINOV, Jordan; Bulgarian; 30
Jordan.Karabinov@imd.ch
Bulgarian, English, German (B), Russian (B)
BSc Business Admin, Member of ACCA, Certified Internal Auditor

6 years in accounting, finance and controlling

Internal Audit Manager for EMEA, Lucent Technologies, The Netherlands

- Responsible for leading small teams and conducting risk-based reviews of operations
- Made various recommendations for improvements of efficiency and effectiveness, including one that led to a min \$0.5m saving p.a.

Software Consultant, TechnoLogica Ltd, Bulgaria

- Assisted clients with the customization of BaaN ERP
- Acted as a key contact for PricewaterhouseCoopers (PwC) Bulgaria

Assistant Auditor, PricewaterhouseCoopers, Bulgaria

- Conducted audits in line with International Accounting Standards



KELLY, Kardyhm; American; 29
Kardyhm.Kelly@imd.ch
English, German (G), Italian (B), French (B)
BA, Literature, Harvard University, magna cum laude

8 years in B2B web technology, corp. strategy & operational mgmt.

VP of Global Account Development - IntraLinks, Inc. New York

- Directly responsible for global team of Acct Mgrs. across verticals
- Developed growth strategies for financial services & pharma markets
- Performed Business Analyst function for new market development

Associate - Orion Consultants New York

- Strategy consultant to Top 10 Investment & Commercial Banks
- Managed relationships with major clients at Managing Dir. level
- Director of Annual High Yield Market Study



KILSHAW, Andrew; British; 30
Andrew.Kilshaw@imd.ch
English, French
MPhys Physics/French - UMIST (UK & France), D.M.S Coventry BS (UK)

7 years experience in diverse consulting roles, specialising in management of people, process and system-focussed change

AstraZeneca Plc (UK)

- Designed and delivered a turnkey change programme, defining the future approach to corporate change for 50,000 employees worldwide

CTG (UK) Ltd

- Managed client/consultant teams (up to 50) facilitating strategic analysis and benefits delivery in diverse industry sectors

Peugeot SA (UK/France)

- Project Manager for several international business & IS projects including risk management of Y2K business impact



KÜMMERLE, Matthias; German; 30
Matthias.Kummerle@imd.ch
German, English, French (G)
Ph.D., EPFL, Switzerland; MSc, Mechanical Engineering, ETH Zürich

6.5 years of experience in research and product development

Systems Engineer, Emhart Glass SA (Switzerland, USA)

- Managed development projects in the field of mechatronics and process control and automation
- Led a team of 5 that developed the first fully functional servo-electric plunger mechanism in the industry

Research Assistant, EPFL, Switzerland

- Responsible for joint research projects between EPFL-IMT and Seagate Inc.
- Demonstrated technical feasibility of integrating active magnetic bearings into disk drives. Work led to Ph.D.



LAUNAY, Murielle; French; 29
Murielle.Launay@imd.ch
French, English, German (G)
Biomedical Eng, U of Technology of Compiègne, France; MSc Mechanical Eng, Washington U in St-Louis, USA

5 years in high-tech medical device management

Product Manager, Xitact SA, Switzerland

- Overall responsibility for the marketing of a start-up (30 staff)
- Analyzed market and defined strategy for a virtual reality surgical simulator
- Designed product specifications and led development

Clinical Development Specialist, Computer Motion Inc, USA

- Managed 4 key accounts and relationships with top experts
- Designed protocols and clinical studies
- Trained customers in robotic surgery and supported sales



LEVETT, Barry; South African / Irish; 31
Barry.Levett@imd.ch
English, Afrikaans, Spanish (B)
Chartered Financial Analyst; Chartered Accountant (SA); B Com, U of Cape Town

8 years of venture capital, investment banking & auditing experience

Business Analyst, Nedcor Ltd

- Brought very early stage technology ventures to market
- Co-inventor of new technology for use in interactive TV

Associate, Merrill Lynch Investment Banking

- Advised clients on public and private UK M&A, listings and other corporate finance activities in a wide range of industries
- Completed over \$16b in transactions
- Initiated and led a global investment banking efficiency programme

Trainee Accountant, Deloitte & Touche

- Led audit teams for large & listed industrial clients



LISSANDRIN, Francesco; Italian; 29
Francesco.Lissandrin@imd.ch
Italian, English, Norwegian, Swedish (G), Danish (G), French (B), Spanish (B)
MSc Telecommunication Engineering, Università di Padova, Italy

4 years international B2B sales & market management in hi-tech

Sales & Applications Manager - Europe, Nufern Inc. (USA)

- Overall responsibility for European market, reporting to the CEO
- Established brand presence in 19 countries, 9 fiber optics product lines
- Managed international distribution network, marketing and sales plan
- Contributed to corporate business strategy, new product development

Account Manager, Technical Sales, NetTest and EMX Controls (USA)

- Secured key-account supply contracts for optical telecom equipment and Siemens-based industrial control systems

Quantum Optics Research, Boston University Photonics Center (USA)

- Published a new quantum theory of entangled-photon photoemission



LITTERIO, Flavio; Brazilian; 28
Flavio.Litterio@imd.ch
Portuguese, English, Spanish, French
BSc Industrial Engineering, POLI-USP, Brazil

4 years in marketing management and 3 years in management consulting

Sr. Consultant, Roland Berger Strategy Consultants, Brazil/Europe

- Provided segmentation model for a global credit card company
- Developed marketing strategies for corporate segments of leading bank
- Designed a Promotion Effectiveness Program for a global food retailer

Senior Product Manager, Kellogg Company, Brazil

- Successfully introduced the first brands for the Convenience Foods Unit

Product Manager, Procter & Gamble, Brazil

- Launched and coordinated a multi-category sports marketing program
- Designed marketing plan to reposition a Hair Care brand
- Implemented category management for Wal* Mart Hair Care



LOI, Sharon; Australian; 33
Sharon.Loi@imd.ch
English, Malay (G), French (B), Cantonese (B)
Chartered Accountant (ICAA), MAppFin, BCom (Hons), Melbourne U.

10 years of corporate finance and accounting experience

Challenger International, Corporate Finance (generalist)

- Advised and collaborated with multi-disciplinary teams to resolve complex legal, financial and commercial issues in merging two major fertiliser suppliers (A\$1b)

Société Générale, Corporate Finance (generalist)

- Successfully completed a variety of transactions (e.g. IPO, M&A, expert reports) involving local/multinational and private/listed entities

PwC, Business Assurance (financial services, manufacturing)

- Conducted risk identification, analysis and mitigation



LORÉ, Matthias; French; 31
Matthias.Lore@imd.ch
French, English, German (B)
MSc Telecom Engineering, Ecole Supérieure d'Ingénieurs en Génie Electrique, France. MSc in Electronics, University of Paris 11 Orsay, France

7 years experience in developing, delivering and selling infrastructure solutions for cellular carriers

Sales Director, NMS Communications, France

- Increased revenues in Southern Europe by 30%

Technical Director, Harris Communications, France

- Managed the technical operations in Europe (more than 35 people)
- Led an international team of 60 people to develop new radios for 3G networks
- Negotiated the manufacturing agreement of 3G radios (\$65m)

Project Manager, Lucent Technologies, France and Australia

IMD MBA 2004 class profile



MARTI, Alain; Swiss; 32
alain.marti@imd.ch
German, English, French, Spanish (G), Italian (B)
PhD Biochemistry, University of Basel, Switzerland

4.5 years international experience in supply chain management consulting within various industries

Consultant, Accenture, Switzerland

- Led Program Management Office and developed business case for a supply chain project of a leading global pharmaceutical company
- Reorganized regional sales force of a health services provider post merger
- Benchmarked global supply system of a leading car manufacturer
- Analyzed spare parts distribution centers of a Japanese car manufacturer to identify ideal European hub

Associate Consultant, BHP Consulting, Switzerland

- Coached startup entrepreneurs, supported business plan writing



MASCARETTI, Marcelo; Brazilian; 29
Marcelo.Mascaretti@imd.ch
Portuguese, English, Spanish, French (G)
BSc Production Engineering (Sao Paulo University); Post-Graduate Business Adm./Finance (FGV); Brazil

6 years of project mgmt and business development in Financial Services

Project Leader, Cetelem - BNP Paribas Group, Brazil

- Led project team responsible for product, system and process developments needed to build local financial & operational platform
- Managed consumer credit projects of Carrefour (5m+ clients)
- Supported and coordinated implementation of new strategic deals

Project Manager, Citibank - Member of Citigroup, Brazil

- Led project team responsible for e-banking initiatives

Operat. & Project Manager, TecBan - Cash Dispenser Network, Brazil

- Managed & optimized cash mgmt area (\$3b/yr, 2000 ATMs, 150 cities)



MATAS, Roy; Israeli; 32
Roy.Matas@imd.ch
Hebrew, English, Spanish (G)
BSc. Aerospace Eng., Technion, Israel Institute of Technology

9 years in leadership positions in operations, finance, research and educational development

Co-founder, CFO and COO, DiskSites, Inc., (developer of remote data storage solutions for the corporate market)

- Led fund raising (\$6m), responsible for investor relations
- Managed first beta sites, led international relationships with partners

Head of section, IAF Flight Academy Training Program Develop. Team

- Managed development of Ground Instruction Division, instructed cadets (600 over 2 years)
- Championed and implemented innovative instruction methods

Project Officer and Deputy Head of Section, IAF Research Department

- Managed research projects and teams, analyzed complex systems



MIGEON, Cédric; French; 27
Cedric.Migeon@imd.ch
French, English, Spanish (G), German (B)
MSc Aeronautical Eng, ENSICA Toulouse, France

5 years in program and sales management in business aviation

Sales & Program Manager - Jet Aviation AG Basel, Switzerland

- Managed an interior completion program (\$20m, grew profits by 20%)
- Successfully conducted commercial and technical negotiations
- Developed and promoted interior manufacturing for extra large aircraft

Program Coordinator - Jet Aviation AG Basel, Switzerland

- Led the activity of a 150-person team (Eng, Prod, Logis., QA)
- Played a leading role in securing and developing the #1 key account
- Re-organized the program and improved the quality by 300%

Avionics Engineer - Jet Aviation AG Basel, Switzerland

Aircraft interior engineer - Dassault Falcon Jet Corp., USA



MORGAN, Cassidy; American; 29
Cassidy.Morgan@imd.ch
English, German, French (B)
BSc Cum Laude, Marketing & Internat. Business, Babson College (USA)

7.5 Years in General Management, Strategy and Brand Consulting

Managing Director, Keeper Springs Pure Mountain Spring Water (USA)

- Executed turn-around and implemented 3-year strategic plan as head of environmentally driven beverage company
- Increased sales by more than 30% while stabilizing financial base

Senior Manager, Scient Consulting Corp. (USA, Germany, UK)

- Built model brand strategy practice in NYC of 20 professionals
- Pitched, won & executed business strategy assignments across diverse industries (budgets +\$1m)

Consultant, Interbrand Corp. (USA, Germany)

- Led integrated communications projects, managing 6 consultants (budgets +\$0.5 m)



NAG, Pritanjali; Indian; 27
Pritanjali.Nag@imd.ch
English, Bengali, Hindi (G)
B Eng, Engineering with Management, King's College London, UK

5 years in customer relationship, supply chain and overall business management in the automotive and consumer goods industry.

Senior Manager, IFB Industries Ltd. (India / UK)

- Led turnaround of business with 250,000+ customers by improving customer satisfaction, operational efficiency, HR deployment, supply chain management and systems integration.
- Conceptualized and implemented a unique brand promotional channel involving entrepreneurs, which led to a sales increase of 12% in the first year.

Director, Hanway Limited, UK

- Assumed overall responsibility and managed day to day operations.

Industrial Engineer, Autoliv Australia, Australia



NEDIR, Karim; Swiss; 34
Karim.Nedir@imd.ch
French, English, German, Spanish (G), Japanese (B)
MSc Electrical Engineering, EPFL, Switzerland

9 years in R&D, project management and business development in telecommunications and IT

Swisscom AG

- Managed the development and operation of a system for the partial automation of a call center providing travel information and ticketing
- Initiated the business planning and led the supplier-selection team of a telco business unit to launch voice-services hosting

Vocalify AG (Berne)

- Co-founded a technology consulting company developing innovative speech-activated solutions for large accounts
- Created a radio-on-demand service and collaborated in its field trial and market introduction



NEHME, Fabio; Brazilian; 31
Fabio.Nehme@imd.ch
English, Spanish, Portuguese, German (G)
BSc Economics U of Sao Paulo, MA International Policy Johns Hopkins U

7 yrs of general management and consulting in international business growth in infrastructure and related services

Alcoa-Pace Global Energy Services-International Programs Manager

- Implemented \$6b energy infrastructure investments worldwide
- Executed entry in South America managing team of 10 people
- Established and managed international JV and several alliances

A.T. Kearney-Global Business Policy Consultant

- Launched 2 global investment planning products

Nehme International Financial Services-Operations Manager

- Led company turn-around, overseeing staff of 70 people
- Doubled revenues and margins in 2 years



NGUETSOP, Auguste; Cameroonian; 29
Auguste.Nguetsop@imd.ch
English, French, Spanish (B)
MSc Eng, ENSI Caen, France; Msc Financial Maths, ESSI Nice, France

5 years in risk management and financial engineering, including 3 years on entrepreneurial ventures

Founder and Director, Finattech Corp, France

- Led and managed the implementation of a trading and risk system for the fixed income desk of a French global investment bank (\$6m)

Trading and Risk Support Manager, Commerzbank, UK

- Led and coordinated international teams (up to 8 people) to provide risk and profit/loss calculation engines to derivatives traders

Financial Engineer, CDC-IXIS, France

- Designed and developed in record time a credit risk system for the interest rate derivative desk (12 people), reducing widely the desk exposure



NIJHAWAN, Sandeep; Indian; 33
Sandeep.Nijhawan@imd.ch
English, Hindi, Punjabi (G)
PhD in Mechanical Engineering, U of Minnesota (USA)

5 years of experience in product development, strategy, marketing, and customer management in the semiconductor industry

Strategic Customer Qualification Mgr, Applied Materials (USA)

- Led a cross-functional team managing strategic customer accounts worldwide
- Defined product development, technical-marketing strategy & customer relationships resulting in product differentiation & competitive advantage
- Increased market share to #1 position (73%) with revenue of \$67m

Process Technology Mgr, Applied Materials (USA)

- Managed semiconductor memory appl. technology development
- Developed a novel high-k application, resulting in \$30m of revenue

IMD MBA 2004 class profile



OERTEL, Cordula; German; 29
Cordula.Oertel@imd.ch
German, English, French (G)
Diploma Economics, University of Munich (LMU), Germany, and IECS
Strasbourg, France

3 years international management consulting within Siemens worldwide

- Introduced a business excellence program throughout Siemens USA
- Designed and led US-wide asset management initiative, resulting e.g. in reduction of receivables overdue from 17% to 10% at one group
- Set up and implemented regions' program to secure Ebit contribution of €65m
- Analyzed project business for Siemens group in Switzerland, built up a management control framework
- Facilitated post merger integration of two Siemens departments

Trainee in economic journalism, Gruner + Jahr, Germany



OGBEMI, Ariwoola; Nigerian; 32
Ariwoola.Ogbemi@imd.ch
English, Yoruba
B.Sc Computer Science, University of Lagos, Nigeria

9 years in Information Technology, Implementation and Management

Information Technology Manager, Statoil (Nigeria) Limited

- Managed IT department, responsible for IT infrastructure and budgets in excess of \$5m
- Developed IT strategy and policies
- Led teams to plan and implement IT and communication solutions for offshore drilling operations
- Initiated and managed project to implement Virtual Private Network (VPN) based solution reducing communication costs by 50%

Oracle Database Administrator, TARA Systems Limited

- Designed and managed business critical Oracle database solutions for major oil industry clients



O'HALLORAN, David; Irish; 33
David.OHalloran@imd.ch
English, Spanish, Dutch, French (G), German (G), Norwegian (B)
Bachelor (Hons) Mech. Engineering, National University of Ireland

11 yrs international experience in energy sector in project management and business development roles (both technical and commercial)

Shell in Namibia and Nigeria - Gas and Power Projects

- Developed commercial structure for \$5b gas plant in Nigeria
- Negotiated commercial structure for Namibian power project

Shell Holland & Argentina - New Business Development

- Managed corporate business planning in Argentina (led team of six)
- Initiated and executed new business development projects and deals
- Negotiated access to \$2b Russian/Kazakh oil pipeline

Dutch Shell/Esso JV - onshore gas operations

- Oversaw \$1-5 m construction projects for Dutch gas plants
- Introduced work management system for gas projects



OPOKU-DAKWA, Akwasi; Ghanaian; 29
Akwasi.Opoku-Dakwa@imd.ch
English, French (B)
BSc Civil Engineering, Brown University, USA

6 years in Information Technology Consulting

Consultant and Project Manager, Vaultus, Inc. (USA)

- Evaluated and implemented business applications for Fortune 500 technology and finance firms.
- Sized, proposed and justified new business opportunities.
- Led teams ranging from 3 to 10 consultants.
- Won and managed over \$3m in revenue over a period of 3 years.
- Established within Vaultus a competency in CRM products, resulting in a strategic focus on mobile sales applications within the software division.



PAN, Xiaohong; Chinese; 34
Xiaohong.Pan@imd.ch
English, Chinese, Shanghaiese
Bachelor of Engineering, Shanghai U of Science and Technology

10 years of experience in marketing consumer packaged goods

Marketing Director, Chindex International Inc., China

- Developed Chinese strategy for a US healthcare brand launch

Marketing Category Manager, SC Johnson, China

- Developed marketing strategy for both Air Care(Glade) and Home Storage(Ziploc) Categories based on consumer insights
- Led product innovation and managed brand communication including copy development and media planning

Senior Product Manager, L'Oreal, China

- Adapted global marketing mix of Plenitude to China market

Brand Manager, Unilever, China



PATIL, Nikhil; Indian; 28
Nikhil.Patil@imd.ch
English, Hindi, Marathi
BEng (Mechanical), Univ Of Bombay, MSc (Industrial Engineering), Georgia Institute of Technology

5.5 years in Information Technology with Cysive Inc.

Product Manager

- Developed and managed product roadmap
- Established strategic partnerships with software vendors
- Led a team of 4 to develop educational media for software product

Product Architect

- Co-invented software for facilitating mobile commerce
- Led a team of 10 to design and develop a software product

Technical Consultant

- Developed web based e-commerce systems for Fortune 500 companies



PRZYBYLOWICZ, Edward; American; 32
Edward.Przybylowicz@imd.ch
English, Spanish (B), German (B)
MSc Software, Rochester Institute of Technology; BSc Engineering
Chemistry, Queens University

3 years in On-line Marketing and 6 years in Project Management

Corporate Marketing - Eastman Kodak Company

- Led a \$10m global online re-branding and re-architecture program.
- Managed relationship marketing programs with Disney and Olympics.

Product Development - Eastman Kodak Company

- Led an eight-person team to develop an internet photo-kiosk.
- Supported the scale-up of consumer films into global manufacturing.

Consulting - Hatch Associates

- Managed engineering consulting projects for clients in the iron and steel industry.



RENFREE, Walter; American; 29
Walter.Renfree@imd.ch
English, French, Slovak (G)
BSc Applied Economics, Cornell University (USA)

6 years in Business Strategy and CRM Consulting

US Peace Corps, Univ. of Presov, Slovakia - Consultant

- Led \$350,000 effort for educational reform towards EU standards
- Established leadership development program for university students

**eLoyalty Corporation, Europe/North America - Senior Consultant
CRM Strategy and Change Management**

- Championed CRM deployment support projects (5-8 members)
- Developed a reporting system to identify CRM adoption issues in a health insurance company (\$20m savings)
- Responsible for strategy and adoption of CRM Marketing Strategy (telecom)



RING, Ben; British; 32
Benjamin.Ring@imd.ch
English, French (B), Spanish (B)
BEng Mechanical Eng, U of Bristol, UK; Post Grad. Diplomas in Law
and Legal Practice, College of Law, London

8 years' experience as a lawyer, specialising in litigation and infrastructure projects

Managing Associate, Linklaters, Hong Kong

- Led defence team for 3 implicated parties in Hong Kong's largest Insider Dealing Tribunal
- Represented Enron's subsidiary in its arbitration re. a \$3b power station in India; lead associate for various disputes in the energy sector

Associate, Linklaters, London

- Acted for major international airline, project managing disclosure team in \$150m High Court trial
- Advised developer of Europe's largest retail complex



RIVERA, Pablo; Spanish; 31
Pablo.Rivera@imd.ch
Spanish, English, Portuguese (B)
BSc Marketing and Business Administration, ESIC, Spain

7 years managing franchised or company owned shops in international markets

GENERAL MILLS (Caribbean, Portugal, Spain)

- Operations Manager - Häagen-Dazs Café
- Managed a market of nine countries and P&L of \$4m
- Identified, evaluated and opened six new markets to the franchise
- Grew sales by 141% in two years
- Developed and led the implementation of several business extensions to the franchise concept

WORKCENTER (Spain)

- Partner responsible for setting up the franchise development strategy

IMD MBA 2004 class profile



RUSSELL, Stanton; Australian / British; 37
Stanton.Russell@imd.ch
English, French (G), Spanish (G), German (B)
BSc (Accounting) U of Adelaide; Grad Dipl Applied Finance, Securities
Institute of Australia; Grad Dipl Management, U of South Australia
8 years in financial services operations management and consulting

Consultant - AVP, State Street Bank and Trust (Boston)
• Partnered with external consultants and business units worldwide to eliminate barriers and identify efficiency opportunities of \$15m
Operations Manager - AVP, State Street Trust & Banking (Tokyo)
• Established a global custody transaction processing and support team of 30 servicing \$92b in assets; migrated operations from Sydney
Account Manager, State Street Australia Ltd (Sydney)
• Managed groups providing custody & accounting for institutional clients in Japan and Hong Kong and their investment managers worldwide



SARAL ANTYPAS, Defne Saral; Turkish / American; 29
Defne.SaralAntypas@imd.ch
English, French, Turkish, German (B)
BSc Engineering, University of Pennsylvania
7 years in planning, business development and marketing.

Manager Planning, Philip Morris (PM) Worldwide Duty Free
• Prepared the division's long range plan (\$400m operating income) for airports, airlines, bordershops, military, diplomatic, ferries and cruises
Brand Manager Marlboro, PM Switzerland
• Grew leading cigarette brand to be preferred by one third of Swiss smokers. Developed media campaigns, one-to-one communication platforms, promotions and events (\$6.5m budget)
Business Development, PM Central Europe, Middle East & Africa
• Projected financial impact of various acquisitions, licensing, contract manufacture agreements and distribution systems



SARAN, Samir; Indian; 29
Samir.Saran@imd.ch
English, Hindi (B), Punjabi (B), French (B)
BSc (Hons) Business Administration, University of Bath, UK
5 yrs international consulting experience with financial services clients

Senior Consultant, Accenture, UK
• Customised the user interface for a German eBrokerage, worth \$4.8m in client fees
• Implemented a Risk Management package affecting more than 400 employees
• Identified \$250m savings for a Swiss financial institution in Zurich
• Redefined the back office infrastructure as part of a \$150m initiative
• Contributed to building a practice of "best people" by teaching at Accenture Worldwide



SHARAPOVA, Elena; Russian; 28
Elena.Sharapova@imd.ch
English, Russian
MSc Economics, Moscow State University
7 years of management experience in office products industry of which 3 years as Executive Director with a leading Russian distributor of office and gift products

• Developed new strategy and refocused company's operations from sales to marketing activities and promotion
• Transformed company from wholesaler to exclusive distributor of premium international brands
• Executed company restructure
• Led company to become market leader in distribution of office products in higher-price segment and absolute leader in diaries
• Managed 95 employees



SHINOHARA, Masumi; Japanese; 31
Masumi.Shinohara@imd.ch
Japanese, French, English, Italian (G), Spanish (B)
BA Laws, Political Sciences major, Keio University, Japan
6.5 years in International Business Development and Operations Management with Mitsubishi Corporation, Japan

Manager, Functional Material Unit
• Led a team of 15 people to establish the water treatment business across the US, Korea and China
• Successfully negotiated \$50m worth of 5-year exclusive contracts
Assistant Manager, Import Fabric Subsidiary
• Restructured and coordinated the \$5m sales function for the division
Officer, Apparel Dept., Textile division, Mitsubishi Corporation (Japan)
• Successfully negotiated \$2m worth of licensing and distribution agreements with an Italian brand
• Supervised garments manufacturing and handbag imports (\$9m)



SILVERTON, Richard; Australian / British; 35
Richard.Silvertton@imd.ch
English, French (G), Spanish (B), German (B)
BA.LLB Univ. of New South Wales, Australia
12 years experience in commercial development, legal, regulatory and marketing across Asia Pacific, Europe, Americas. Sectors: e-business, telecoms, media, entertainment.

Director eWorld, Cable & Wireless plc (UK)
• Launched eWorld as new division (contribution \$95m Yrs 1&2)
• Established new business in HK/Sing., profitable in 4 months
Director Regulatory Affairs, Cable & Wireless plc (UK)
• Established group policy on liberalisation of incumbent markets and communicated it to governments and regulators
• Led break-through liberalisation deal with the government of Jamaica



SINGH, Rajesh; Indian; 29
Rajesh.Singh@imd.ch
English, Hindi, Punjabi (B)
B.Eng. Communication and Electronics, National Institute of Technology, India
7+ years in financial risk management and consulting.

Goldman Sachs, Senior Analyst
• Risk analysis and reporting for Goldman Sach's trading portfolio.
• Implemented risk analysis using non-linear risk calculation, stress and scenario analysis, hedging strategies and P&L back testing.
Business Evolution, Project Manager
• New product development and project management.
IBM Global Services, Consultant
• Provided communications and networking solutions for IBM's emerging market clients, working with teams from Latvia, Belarus and China.



STAFFORD, Nicholas; British; 31
Nicholas.Stafford@imd.ch
English, French (G), German (B)
Chartered Accountant ICAEW; BA Geography, University of Exeter, UK
3.5 years GM and entrepreneurship, 4 years corporate finance & audit

Director & co-founder, New media travel agency, The First Resort, UK
• P&L responsibility £4m; profitable from third year (2002)
• Led new business, marketing, Internet and Interactive TV teams
• Increased revenue 100% in 2002 on reduced cost base [-15%]
• Negotiated and built strategic partnerships with Digital TV (BSkyB) and Internet clients (AOL, Yahoo & Ebooks)
Corporate Finance, Thomson Travel Group (TUI UK)
• Constructed group Internet model; led B2C internet business
Leisure & Entertainment Group - Ernst & Young, London
• Supervised and served on corporate finance and audit teams



STEINER, Michael; Swiss; 35
Michael.Steiner@imd.ch
German, English, Spanish, French (G)
MSc Mech.Eng., Swiss Federal Inst. of Technology, Zurich, Switzerland
8 years in Project Management, Sales and General Management

Local Project Director - Alstom Power Mexico
• Responsible for local project execution of \$200m power station, managed team of 12 members
Senior Technical Project Manager Sales - ABB Alstom Power
• Led Offer Group for Spain and Latin America consisting of four people
Techn. Project Manager Sales - ABB Power Generation
• Successfully negotiated \$500m power station project in Mexico, cost and technical responsibility for various turnkey offers
Offer Engineer - ABB Power Generation
• Elaborated systems offers for power station tenders, developed pricing tools



SUBRAMANIAN, Aruna; Australian / Indian; 33
Aruna.Subramanian@imd.ch
English, Hindi, Tamil (G), Indonesian (B), French (B)
BTech - Civil Eng, Indian Institute of Technology, Delhi
11 years' management experience in the petroleum service industry

Wireline Operations Manager (Australasia)
• Full management responsibility for operations & business development; revenue \$22m, 100 staff, 6 locations
• Business unit recognized for best service delivery and environmental protection initiatives
Location Manager (Western Australia)
• Led 65 professional staff to generate \$12m revenues
Training, Recruiting & Career Development (Middle East, North Africa & Indonesia)
Field engineer - (remote Indonesia and North Sea)
• Introduced and field-tested new technology services

IMD MBA 2004 class profile



SY, Russell; Filipino / Chinese; 30
Russell.Sy@imd.ch
English, Filipino, Fokienese (B)
BSc Management Engineering, Ateneo de Manila University

9 years in Marketing, Strategic Planning, and Product Development

The Lopez Group (Sky Cable, Sky Internet, Sky CableNet), Philippines

- Authored and implemented financial and marketing blueprint that turned SkyInternet from a -17% to +10% operating margin in 12 months.
- Achieved double the benchmark take-up rates for broadband Internet.

Royal Dutch Shell Group, Philippines

- Introduced application of operations research techniques to optimize payables processing, forecourt service routine, and staff scheduling.

Procter & Gamble, Philippines

- Developed local innovations that were rolled out to other developing countries for global Point-of-Market Entry Program



TACK, Johan; Belgian; 31
Johan.Tack@imd.ch
Dutch, English, French, German, Spanish (B)
MS Export mgmt (F); BSc. Business (B); Laureate Prince Albert Fund (B)

5 years in operations, sales and bus. development, 1 year corp. finance

Financial Consultant, Verbaere, De Clercq & Partners (B)

- Prepared €120m acquisition of chemical company with client.
- Led the sale of Belgian co. to US public co. (€15m).

VP US operations, eXplio Inc. (USA)

- Founded and managed US subsidiary. Developed business plan.
- Launched e-learning application and closed \$2.5m contract with market leader in first year, triggering closing of \$6m VC round.

Ass. Commercial and Operations Director, Deknudt Decora NV (B)

- Managed team of 14 in sales, marketing and logistics. Managed European agents and worldwide exports. Implemented ERP program.



TARNOVSKY, Roman; Russian; 30
Roman.Tarnovsky@imd.ch
English, Russian, French (G), German (B)
MSc Mathematics, Moscow Institute of Electronics & Mathematics;
Certificate of Business Studies, AIBec Moscow

10 years of international experience in broad financial roles at Eli Lilly

Commercial Manager, Geneva Service Center, Switzerland

- Managed Credit, Distribution & Customer Service for \$200m sales area
- Led regional process organization (staff in Geneva and nine affiliates)
- Initiated and implemented distribution restructuring, process re-engineering and resource optimization actions in several key markets

Regional Financial Analyst, Austria and Switzerland

- Responsible for financial planning, analysis and reporting for CEE
- Led major treasury, tax and accounting projects for Geneva operations
- Contributed to multiple strategic and cross-functional initiatives



TEN HAVE, Marieke; Dutch; 30
Marieke.tenHave@imd.ch
Dutch, English, German, Japanese (B)
MSc Chemical Eng., MSc Industrial Eng. & Mgmt., Twente U.,
The Netherlands (cum laude); Post-Graduate scholarship Japan

5 years in Technology & Manufacturing

Shell International, Assistant Plant Manager

- Managed two chemical plants
- Headed re-organisation team that achieved 30% manpower reduction
- Represented Shell at mgmt. level in strategic alliance with Huntsman (\$75m proceeds)

Shell International, Process Technologist

- Introduced new product (\$10m proceeds)
- Led cross-functional team to increase plant capacity by 10%



TROXELL, Grant; American; 31
Grant.Troxell@imd.ch
English, Spanish (G)
BSc in Leadership Studies, US Military Academy, West Point, USA

9 years of leading people and managing projects

Dell, Inc (US) - Sales Operations and Services Program Manager

- Responsible for direct customer contact on custom IT service solutions
- Managed over \$12m and between 4-9 customers per quarter

Dell, Inc (US) - Enterprise Software Test Project Manager

- Responsible for planning and controlling the testing of server software
- Managed 15 projects per quarter, tracked over \$500k in capital

US Army - Armor Officer (Captain)

- Led an Armor company (56 people) on two deployments to Balkan Region
- Selected over 18 peers to lead 38-soldier scout unit, responsible for timely and accurate reconnaissance reports on enemy forces



TSOU, Glenn; Singaporean; 31
Glenn.Tsou@imd.ch
English, Mandarin, Cantonese (G), Shanghaiese (G)
BCom (Hons) Accounting and Finance, University of Western Australia

7 years in corporate finance and sales in telecom and banking

Finance Advisor, Telefonaktiebolaget L M Ericsson (Singapore)

- Structured vendor finance in Australia, New Zealand, Pakistan and Taiwan
- Developed trade finance strategy for entire Asia Pacific region
- Initiated credit insurance solution in Australia saving \$2.4m
- Implemented first local currency trade finance facility in Bangladesh

Assistant Relationship Manager, Standard Chartered Bank (Singapore)

- Managed regional accounts of European and American companies
- Responsible for sale of cash, credit, trade and treasury products
- Achieved sales target for three consecutive years



URIARTE VILLALONGA, Alvaro; Spanish; 29
Alvaro.UriarteVillalonga@imd.ch
Spanish, German, English
BA Business & Commerce, CEGE Madrid (Spain) and FH Münster (Ger)

6 years in Product Management and Process Planning

Category Mgr. Account Marketing, adidas-Salomon AG (Germany)

- Responsible for account exclusive creations (€65m)
- Managed product ranges for 9 European key accounts

Global Marketing Operations Mgr. adidas-Salomon AG (Germany)

- Planned global footwear creation process (7,000 articles, €2.6b)
- Monitored product performance indicators and efficiency targets

Sr. Product Mgr. Latin America, adidas America Inc. (US)

- Managed footwear sourced in Brazil for the Mercosur area (\$15m)

Product Mgr. Latin America, adidas-Salomon AG (Germany)

- Implemented global product strategies in Latin America



VAINIO-MATTILA, Mika; Finnish; 34
Mika.Vainio-Mattila@imd.ch
Finnish, English, Swedish, French (B)
MSc Eng (Applied Physics), University of Technology, Helsinki (Finland)

9 years with IBM in Consulting, Global Business Development & Operations Mgmt

Country Operations Manager (IBM Finland)

- Led country and EMEA development initiatives including acquisitions planning, marketplace strategy, and industry alignment
- Managed resource optimization for the 1300 strong services company

Senior Consultant and Practice Leader (IBM Finland and IBM Sweden)

- Led the establishment of an industry consulting practice including business development, marketing, and hiring
- Sold and led several successful client engagements contributing to the development of a \$5m business



VAN GRUNDERBEECK, Isabelle; French; 30
Isabelle.VanGrunderbeeck@imd.ch
French, English, Spanish (G), German (B)
MSc Engineering, Supelec, France

8 years in high technology Project Management and Marketing

Sales Support Manager, Nortel Networks

- Responsible for bidding activity in France & MEA, \$250m
- Managed multi-disciplinary and international teams of 20 persons
- Chaired strategy and financial reviews for business opportunities

Project Manager, Nortel Networks

- Led Pan-European telecommunications networks deployment (\$20m)
- Pioneered new processes reducing implementation costs by 50%

Project Manager, Thomson CSF (Thales)

- Led aeronautical telecom systems development for Eurocontrol

Manager of software start-up, Gabon & Cameroon



VENKATARAMAN, Sowmya; Indian; 28
Sowmya.Venkataraman@imd.ch
English, Hindi
MSc(hons) Economics, Birla Institute of Technology & Science,
Pilani, India

5 years in IT services for financial industries

Project Manager, Ivega Corporation [USA/India]

- Responsible for project management, pre-sales support and client engagement
- Engagement Manager for Gerson Lehmann Group, USA; Managed three large-sized IT development projects resulting in repeat business
- Managed a team of 20 professionals
- Consulted for developing a large business intelligence system for back-office operations of Bank of America Securities, USA
- Established and implemented organisation-wide management practices for improving SLAs and achieving higher operational efficiency

IMD MBA 2004 class profile



VOVK, Roman; Ukrainian; 28
Roman.Vovk@imd.ch
English, Russian, Ukrainian, German (G), Polish (G)
MA Economics, Central European U, Hungary, (George Soros Scholar);
MSc (Hons) Industrial Management, Lviv Polytechnic National U, Ukraine

4.5 years in Financial Accounting, Controlling and Business IT (SAP)

Zurich Financial Services (Switzerland) - Financial Systems Specialist Accounting & Controlling

- Implemented Financial Accounting and Controlling modules in SAP
- Designed and executed quarterly financial consolidation in SAP

Sony (Switzerland), European Accounting Center - Financial Controller

- Conducted financial planning, budgeting and cost/profit centre accounting for major affiliates in Central and Eastern Europe
- Harmonised financial reporting across nine legal entities and achieved 20% increase in process efficiency



WEBER, Vincent; French; 30
Vincent.Weber@imd.ch
French, English, Spanish (G), Mandarin (B)
MSc Eng., Ecole Centrale Paris; MSc IT, Ecole des Mines de Paris (France)

6 years of Asian experience in Entrepreneurship, Sales and Management in IT security; 2 years of technical experience in the Telco industry

Division Manager, Silicomp Asia (Singapore, Hong-Kong, Malaysia)

- Created business unit from scratch and grew it to eight people; managed an international sales team of three (\$1.5m revenue)
- Developed strategic partnerships (Lucent, Symantec, HP, E & Y)
- Opened key accounts (HSBC, IBM, Visa, Singapore Airlines,...)

Sita-Equant (France Telecom Group) - largest worldwide telco network

- Designed and developed a network simulation tool (voice, video, data) still in use as a corporate standard today
- Responsible for backbone routing and capacity planning



WERNEVI, Erik; Swedish; 29
Erik.Wernevi@imd.ch
Swedish, English, Spanish, French (B)
M.Phil. Finance Cambridge University/ B.Sc. (Hons) Economics London School of Economics

4+ yrs of international strategy and finance consulting experience

Consultant/Project Leader, Accenture (Sweden, UK, China, Norway)

- Developed an IT cost cutting model for a multinational company with IT costs of more than €1b
- Led a global training effort involving more than 150 people across 400+ legal entities
- Made recommendations for product, market, after sale service, corporate venturing and supply chain strategies for large multinationals
- Performed cash flow improvement initiatives and analysis of mergers as well as created business cases and financial models



YANG, Junyi; Swedish; 32
Junyi.Yang@imd.ch
English, Swedish, Shanghainese, Chinese, French (B), Taiwanese (B)
MSc, Computer Engineering, Chalmers Uni. of Tech., Sweden

8.5 years of product and project management experience in telecom industry, including 3 years of people management

Department Manager, Ericsson Taiwan

- Led a team of six solution and project managers
- Responsible for Ericsson Taiwan's Systems Integration business of \$20m

Total Project Manager, Ericsson Taiwan

- Managed the first Mobile Internet Systems Integration project in Ericsson's history (\$5.7m, 30 people, 9 subcontractors)

Regional Product Manager, Ericsson Radio Systems, Sweden

- Project managed the nationwide interface specification of network management systems with Ministry of Communication, China



YONG, Yoon Li; Malaysian; 33
YoonLi.Yong@imd.ch
English, Malay (G), Cantonese (B)
MEng Manufacturing, U of Birmingham, UK

9 years of general management experience in Automotive manufacturing and motorsport

TVR Sports Malaysia Sdn Bhd - General Manager, Operations

- General management of a \$6m company (140 people)
- Managed a team of craftspeople to meet strict quality standards
- Responsible for the start up and tech transfer from UK
- Initiated and managed a Motorsports programme as a marketing platform

Nissan Motorsports Europe Ltd- Design Consultant

- Designer on the Touring Car programme (budget \$3m racing)

Team Lotus International Ltd- Design Engineer

- Design engineer on the 1994 F1 programme



ZONTAG, Uziel; Israeli; 32
Uzi.Zontag@imd.ch
Hebrew, English, French (B)
LL.B. (honors), Interdisciplinary Inst., Israel, Major in law (member of the Israeli Bar), Minor in Business Management

4 yrs in project management and new venture creation, 6 yrs of leadership positions in the Israeli Air Force

Investment Associate, Shalon Ventures, Israel

- Sourced, analyzed and recommended investment opportunities in the telecommunication sector

Project Manager, Arrow Missile Project, Israel

- Managed a 50 employee team responsible an infrastructure design and implementation (budget \$50m)

Leadership positions in Air Defense Systems

- Commanded 150 soldiers, received exceptional officer award

The following sponsored participants will be returning to their companies upon graduation:



HANSSON, Kajsa; Swedish / Belgian; 28
Kajsa.Hansson@imd.ch
Swedish, English, French, Spanish (B), German (B)
MSc Industrial Mgmt & Eng, Royal Institute of Technology (Stockholm)

Sponsored by Bain & Company Nordic, Inc. (Sweden)



KOYAMA, Akira; Japanese; 30
Akira.Koyama@imd.ch
Japanese, English, Spanish (B)
Bachelor of Laws, Keio University

Sponsored by Mitsui & Co., Ltd. (Japan)



RIVERO, Jose; Mexican; 26
Jose.Rivero@imd.ch
Spanish, English, Italian (G), French (G)
BA Business Administration - Monterrey Tech, Mexico

Sponsored by CEMEX

How to recruit our MBAs

Our goal is to make recruiting IMD MBAs as easy and efficient as possible and we will be happy to help you select the best method. The following resources and recommendations will assist you in your targeted effort.

Identify and Hire Participants

In this competitive marketplace, the most important aspect of your recruiting effort at IMD is to identify individuals that fit your needs and are interested in the opportunities you offer them and then convince them to join your company. You can target individual participants who fit your desired profile by ordering the IMD MBA Résumé Portfolio or requesting on-line access. Both will provide you with full-page résumés of all participants who are available for employment at the end of the program. You can contact participants directly via the contact information found in the Class Profile and Résumé Portfolio. Whether you decide to recruit on campus, on-line, or by direct contact, the Résumé Portfolio is the best place to start your search.

The IMD MBA Class of 2004 exclusively uses the MBA-Exchange.com platform to post their CVs. Access to the online Résumé Portfolio, allows you to:

- Search CV's by multiple criteria (name, industry experience, years of professional experience, functional experience, language skills, and professional skills).
- Download, forward, and write confidential comments on each résumé.

Post and manage your jobs online

Reach our IMD MBAs with your career opportunities by posting them online (free of charge) at www.MBA-Exchange.com/IMD/PostJobs:

- Post and manage jobs; edit, renew and archive your job postings at any time.
- Monitor the applications you receive for each job posting.

Present and recruit on campus

Join 40+ organizations to recruit our participants on campus.

Company Presentations (June and August or in the evening before the interview day)

Educate and inform participants of your unique opportunities and business challenges, as well as your organization's culture, structure and possible career paths. Presentations conducted by senior executives and MBA graduates have a powerful impact.

We suggest a 30-minute presentation and a 30-minute Q&A session, followed by a light refreshment (offered by you), where a more informal interaction can take place. We will organize the auditorium for the presentation as well as the refreshments.

Interviews (September 13-24)

Conduct your first-round interviews during these dedicated two weeks when our participants do not have any classes and are exclusively focused on exploring career opportunities. Interviews can take place from 8 am to 6 pm in our on-campus interview rooms.

To recruit on-campus and to reserve your presentation and/or interview dates, contact us at +41 21 618 0339 or at recruit@imd.ch.

We will give you access to the online Interview Scheduling Platform, which allows you to:

- Invite participants for interviews. Check participants' responses
- Receive and respond to participants' requests for interviews
- Finalize/view your on-campus interview schedules

Your decision to continue or halt the interview process following the on-campus interview must be communicated to the participants in a timely manner. Further interviews, if necessary, are organized at your company's location and expense.

Participate in the Online MBA Career Forum

IMD is a founder school of the MBACareerForum@Europe, a collaboration of eleven of Europe's most prestigious business schools. If you cannot come to recruit on campus at IMD, we invite you to interact with and recruit our participants from your desktops through this series of online recruitment and networking events. You can advertise positions, pre-select candidates' CVs and meet candidates online through live company chat sessions. In 2004, two online recruitment events are planned during May 6-11 and October 23-November 2.

Provide students with targeted information on your company

A critical part of your recruiting effort is providing information about your organization. Participants read this information carefully to evaluate their interest in a company and to prepare for an interview. Complete the form in our online Corporate Directory Platform or contact MBA-Exchange.com for a tailored solution with your look & feel (possibly with interviews of IMD alumni at your company). Both will be visible on the IMD homepage at MBA-Exchange.com and will be highlighted in a newsletter to all our participants.

Recruiter Platforms

IMD has partnered with MBA-Exchange.com to provide you with the above online platforms. You can access them all through www.MBA-Exchange.com/IMD/recruiting.htm

Access Fee

For Sfr. 500, you gain full access to all of the above recruitment services: a hardcopy of the Résumé Portfolio, the Interview Scheduling Platform and the Company Information Platform. In addition you will be able to post posters and distribute promotional materials to our MBAs.

Posting jobs online is free of charge.

Academic and recruitment guidelines & policies

Avoiding schedule changes

The on-campus recruitment timetable must be respected. Because we run 1000+ interviews in a 2 week period, presentation and interview schedules are confirmed far in advance and last-minute changes or cancellations can have serious implications.

Maintaining flexibility in selecting interview candidates

We strongly recommend that companies keep an open mind with regard to candidates not mentioned on their interview list who request an interview. Based on past experience, highly motivated candidates who do not exactly match stated requirements have subsequently earned entry into companies and contributed significantly.

Scheduling interviews

In adherence to the academic rigor of the program, there are no scheduled classes during the two-week on-campus recruitment period in September. In addition we have reserved 1 week in October (25-29) for 2nd round interviews. Participants invited to visit a company site should be reimbursed promptly for all expenses incurred during the visit. We appreciate your understanding of the academic focus of our program, your respect for our faculty, and your understanding of our participants' investment in their education.

Non-disclosure of IMD performance and GMAT scores; no peer evaluations

In the spirit of teamwork and cooperation which characterizes the IMD MBA Program, participants should not be asked to disclose IMD performance and GMAT scores, nor evaluate peers.

Our admissions process is among the most rigorous in the world; only one in eight applicants earns a seat in the program. Our key selection criteria are strong academic ability, real management capability and cultural and managerial diversity. We scrutinize the letters of recommendation to understand a candidate's influence on people and organizations and finally, we interview each and every candidate for a sense of their energy, drive and commitment.

The IMD MBA Program is one of the most demanding and intense learning experiences offered today. To obtain the IMD MBA degree, candidates must demonstrate that they have acquired the knowledge, skills and personal characteristics required for a responsible and effective leadership career. Those participants who do not meet the academic and professional requirements during the program are asked to leave.

For more details

For more details on the recruiting process at IMD, please visit our web site at www.imd.ch/mba/careerservices/ or contact us at +41 21 618 03 39 or recruit@imd.ch

IMD International Institute for Management Development

MBA Career Services Office
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Tel.: +41 21 618 03 39 or 618 02 91
Fax: +41 21 618 06 15
E-mail: recruit@imd.ch
Website: www.imd.ch/mba/careerservices

IMD MBA CLASS OF 2004
 90 EXCEPTIONAL PEOPLE READY TO HELP YOU SHAPE YOUR BUSINESS
www.imd.ch/mba/careerservices
recruit@imd.ch

Key dates 2004 On-Campus Presentations June 10-12, 2004
 August 6, 11, 13, 2004
 On-Campus Recruiting September 13-24, 2004
 2nd-Round Interviews October 25-29, 2004

Tools On-line CV platform for CV access and search, interview invitations and scheduling, and job postings: www.MBA-Exchange.com/IMD/recruiting.htm

Fee Sfr 500 – includes full access to all on-line recruitment services and a hardcopy of the Résumé Portfolio.

Location IMD is located in Lausanne, Switzerland on the shores of Lake Geneva, approximately 40 minutes by road or rail from Geneva International Airport.

IMD Programs IMD offers a complete portfolio of open enrollment, executive development programs. For full details please visit www.imd.ch/programs/all. Should you wish, an IMD Program Advisor can assist you in deciding on your or your company's development requirements. Tel: +41 21 618 03 42, fax: +41 21 618 07 15 or info@imd.ch

IMD World Competitiveness Yearbook IMD publishes the renowned IMD WORLD COMPETITIVENESS YEARBOOK, considered the worldwide reference on the competitiveness of nations. It compares 59 economies on the basis of 321 criteria. Please see www.imd.ch/wcy for further information.

Alumni Network Upon completion of the program you automatically join the IMD Alumni Network with more than 50,000 members in 140 countries. Events and seminars are organized at IMD, as well as by some 40 clubs around the world.

IMD Certificate of Lifelong Executive Learning IMD presents this prestigious award to those who attend four IMD programs at different stages of their career, in recognition of their commitment to professional excellence. This award is the first of its kind in Europe. For full details, please go to www.imd.ch/certificate



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