



Nottingham University  
**Business School**

UNITED KINGDOM · CHINA · MALAYSIA

# nubiz

## **Showcase**

Graduate trainee  
to chairman of  
the company

## **Cutting-edge thinking**

Business competitions  
and soft skills

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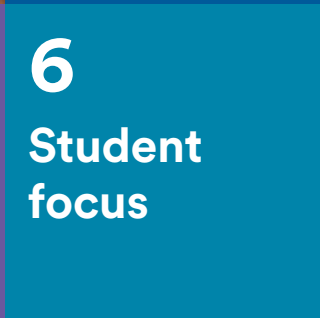
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Editor: Adrian Mateo  
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Nubiz is the magazine for current students, graduates, staff and associates of Nottingham University Business School. The views expressed in nubiz are not necessarily those of the editorial team, alumni or the Business School. If you have any news, stories or events to share with the NUBS alumni community we would love to hear from you.

Please contact us at [businessalumni@nottingham.ac.uk](mailto:businessalumni@nottingham.ac.uk)

# Your global alumni network

## Welcome to nubiz, the exclusive magazine for Nottingham University Business School alumni.

We hope you enjoy reading about what has been happening in our global community, at the Business School and University in the UK, Malaysia and Ningbo China campuses.

It has been a very successful year in terms of reputation, with the University being awarded two prestigious accolades as most international university and the best in the UK for sports, and the Business School consolidating its global rankings for finance and its MBA programme and gaining several key professional endorsements.

Our alumni community is truly amazing, boasting talented individuals from around the world and all walks of life who have accomplished incredible things in their professional and personal lives. In this issue you can hear some of the amazing stories from our alumni, students and staff who continue to be inspirational role models for future generations.

Nottingham University Business School has long been at the forefront of business creativity and ingenuity through its internationally renowned Haydn Green Institute and world leading academic researchers. In this issue of nubiz you can read about some of our cutting-edge thinking on innovation.

If you have any news, stories or events, or would like help contacting other alumni, then please get in touch, we'd love to hear from you.

### Nottingham University Business School Alumni Team



Adrian Mateo  
Alumni Manager



Kerry Millward  
Alumni and Communications Officer

### Join the conversation



Nottingham University Business School – Alumni



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# International and Sports University of the Year

The University of Nottingham is the most international university and the best in the UK for sports, according to *The Times and The Sunday Times Good University Guide 2019*.

It is the first time in the history of the guide that a university has been given two awards and enough to earn a shortlisting, for the second year running, for the coveted University of the Year award.

THE SUNDAY TIMES  
GOOD UNIVERSITY GUIDE  
2019

INTERNATIONAL UNIVERSITY OF THE YEAR

THE SUNDAY TIMES  
GOOD UNIVERSITY GUIDE  
2019

SPORTS UNIVERSITY OF THE YEAR

## Nottingham courses make top 100 in QS Business Masters and Global Executive MBA rankings

Higher education analysts QS (Quacquarelli Symonds) assess the best specialist postgraduate courses around the world. Each ranking is compiled using five key metrics: employability, entrepreneurship and alumni success, return on investment, thought leadership, and class and faculty diversity.

Three NUBS masters courses ranked in the top 100 globally: MSc Finance and Investment; MSc Management; MSc Business Analytics.

QS also released its second ever ranking of the world's top Executive MBA courses. Nottingham earned a rank of 89 globally and 39 in Europe, scoring highly for the measure of Career Outcomes which shows average salary increase and promotion rate after graduation. The ranking also measures the number of women Executive MBA students represented on a course and 60% of Nottingham's Executive MBA students are women – double the global average.



## NUBS in world's best for finance

The 2018 Financial Times Masters in Finance list ranks the top 65 pre-experience postgraduate programmes from business schools around the world.

In the eighth edition of the FT Global Masters in Finance ranking, Nottingham University Business School is ranked in 57th position globally and one of only 17 top UK business schools to be included.



Master in Finance  
Ranking 2018

## Eight consecutive years in the global top 100 MBA programmes

For an incredible eighth year in a row, Nottingham University Business School has placed in The Economist's top 100 global ranking of full-time MBA programmes.

The Economist is one of the most influential publishers of MBA rankings in terms of big-name brand and global reach, so being included places NUBS among the world's elite MBA programmes.



## Nottingham gains CFA University Affiliate status

NUBS has achieved Chartered Financial Analyst (CFA) University Affiliate status for its MSc Finance and Investment course at all its campuses in the UK, China and Malaysia.

Nottingham's MSc Finance and Investment students learn some of the most up-to-date knowledge and techniques in this field from one of the largest groups of finance experts at any university, preparing students for a career in investment banking, financial management, or further postgraduate study.

The CFA Institute is the global association of investment professionals that sets the standard for professional excellence and administers the industry gold standard CFA charter.

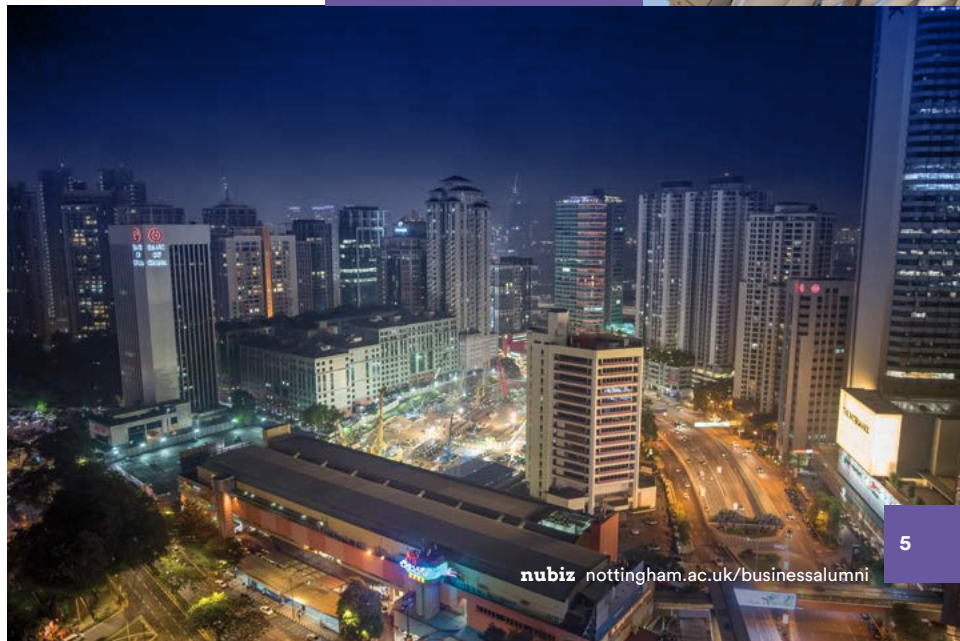


**CFA Institute**  
University Affiliation  
Program

## Chartered Institute for Securities and Investment partnership announced

NUBS Malaysia has entered into a partnership with the Chartered Institute for Securities and Investment (CISI) to promote knowledge and understanding of financial markets and institutions amongst students at the University of Nottingham Malaysia.

The partnership recognises NUBS Malaysia as a CISI Accredited Training Provider, allowing students to enrol on the 'Introduction to Securities and Investment' module. The module is part of the Nottingham Advantage Award, an award that provides students the chance to be involved in extra-curricular modules designed to enhance employability, personal and professional development.



## School highlights

# Business School awarded PRME Champion status

Principles for Responsible Management Education (PRME) is a United Nations-supported initiative as a platform to raise the profile of sustainability in business schools around the world, and to equip today's business students with the understanding and ability to deliver change tomorrow.

NUBS was once again chosen as a Champion School for 2018/19, a prestigious status given to only 39 business schools worldwide. PRME Champions commit to a significant transformation in teaching, research, and partnerships underscored by the UN Global Goals for Sustainable Development.

**PRME** Principles for Responsible Management Education

## Executive MBA funding for NHS and affiliated staff

**NHS**  
Leadership Academy

Managers working for the NHS or an affiliated organisation in England can apply for substantial funding of up to £11,000 to study with Nottingham University Business School.

Our specialist healthcare MBA is designed for managers and leaders who want to develop their career in healthcare. The course is very flexible and is structured so that students can combine study with work commitments.

Endorsed by the NHS Leadership Academy, it includes healthcare modules covering commissioning and service redesign, and ethics, governance and risk.

## Student focus



# First graduates off to a flying start

A collaborative degree programme between Nottingham University Business School, PwC and the Institute of Chartered Accountants in England and Wales (ICAEW), has produced its first cohort of graduates.

As one of only three Flying Start degree programmes in the UK, the four-year PwC sponsored BSc Accountancy is an innovative course aimed at people who want to become ICAEW Chartered Accountants.

24 students collected their degrees as part of the University of Nottingham's summer graduation 2018 – they have all been offered positions at PwC.

Students on the course learn technical and theoretical accounting skills, with lecturers who are experts in their field and experienced practising accountants. Paid work placements are built into the course, which means undergraduates can apply the technical theory they've learned.

Graduates claim an enhanced level of accreditation in the ICAEW qualification examinations, as well as being likely to be offered a job at senior associate level with PwC after they graduate.



# What can sport tell us about business growth?

Two events stood out amid 2018's glorious summer of sport: the World Cup and golf's Ryder Cup. Each can tell us something about an issue that affects every business: the challenge of maintaining growth without compromising quality.

## The dangers of dilution

How big can an enterprise become before it loses its essence? How can it continue to expand without eroding almost every trace of whatever it was that originally made it great? The FIFA World Cup and other 'mega-events' provide a salutary lesson.

The inaugural World Cup, held in Uruguay in 1930, featured thirteen teams. Sixteen teams qualified to take part in every tournament from 1934 to 1978. In 1982 the field was increased to 24 teams, and in 1998 it was stretched to 32.

Today, FIFA is proposing a further swelling of the ranks – this time to 48 teams – a vision that could become reality by the 2020 World Cup. It seems the game's governing body is blissfully unaware of the notion that more can very often be less.

Should they care to investigate the potential consequences of remorseless expansion, football's powerbrokers could do worse than revisit Euro 2016. There, an enlarged format gave fans of 'minor' nations something to cheer about but fuelled a grim spectacle, with sides content to grind out a draw in the group stages or scrape their way to a penalty shootout in the knockout rounds. Like the Olympics, football's 'mega-events' have become victims of dilution.

## Keeping things fresh

One of the reasons the 2018 Ryder Cup was anticipated with such fervour was that at the previous staging, after a debilitating string of defeats, the US finally managed to win. The victorious captain, Davis Love III, had presaged the significance of such an outcome even before the first drive was struck.

**"If we keep losing," he said, "the American fans are going to say: 'To heck with that – we'll go and watch something else.' You'll still have your golf fans, but will the Ryder Cup continue to grow like in the last 20 years? No."**

What Love touched on is that one of the secrets of continued success is alignment: to grow sustainably, to expand without diluting, it's necessary to satisfy as many interested parties as possible.

FIFA pretends to be doing this when it invites more and more nations to the World Cup, but for every newcomer that revels in the novelty of the experience there are likely to be many longer-term stakeholders that decide they have seen enough. Similarly, a relentless run of European triumphs in the Ryder Cup may be huge fun for golf devotees on this side of the Atlantic, but our American cousins could be forgiven for seeking their thrills elsewhere.



## Cycle of success

Finance and business journalist Hamish McRae wrote a fascinating book, 'What Works', in which he described various enterprises blessed with a seemingly uncanny knack of getting things right. He identified two fundamental factors that unite all such success stories:

- They have a deep-seated sense of mission – the vision, drive and commitment to do something
- They're sensitive to their markets – which is to say they provide what people want

Now, it could be argued that some of the sporting events touched on earlier tick both of these boxes. After all, the World Cup – to take the most obvious example – is nothing if not ambitious and apparently makes mountains of cash.

But it's important to remember that markets aren't necessarily about money: they're about buy-in. And it's also important to remember that these "mega-events" cost a fortune to stage, do precious little for the locals and are in hock to powerful sponsors whose influence borders on the absurd.

So does any sport, championship or tournament strike the right balance? A comparative newcomer that springs to mind is the 'Tour de Yorkshire' bike race, an event that has taken a proven business model and applied it to a conspicuously receptive market. In 2018 the tour attracted two million spectators and generated an estimated £60 million for the local economy.

The Tour is only a few years old, of course, but so far it hasn't lost sight of the fact that a major key to business sustainability is to keep bringing value to as many people as you can. That, ultimately, is the trick. There's nothing wrong with getting bigger, but there's something undeniably perilous about forgetting what made being small such a joy.

*Paul Kirkham is a researcher in the field of entrepreneurial creativity with Nottingham University Business School's Haydn Green Institute for Innovation and Entrepreneurship (HGIE) and co-author of 'Building an Entrepreneurial Organisation'. A version of this article was originally published by HRD Connect.*

# The curious case of the hurricane and the Strawberry Pop-Tart

“Innovate! Don’t work harder – work smarter!” We’ve all heard this sort of demand, usually without any explanation of how to carry it out. The situation isn’t helped by the fact that there’s scant understanding of what innovation is, how it works, and why change can be so difficult.

Innovation can be divided into two types: incremental innovation – which is about doing things better, and radical innovation – which is about doing things differently.

Radical innovation usually comes from outside existing practice, which is why it’s so disruptive and sometimes distrusted. By way of illustration, let’s consider the notion of predictive policing.

## The prediction business

Every industry is under pressure to reduce costs, and one effective method has been just-in-time logistics. A desire to avoid being caught out by sudden demand has propelled the retail sector into the prediction business.

In the USA supermarkets such as Wal-Mart have this down to a fine art. When a hurricane is predicted, for example, supplies of bottled water and duct tape will reach stores well before the storm.

So far so obvious, but these stores will also make sure that enough strawberry-flavoured Pop-Tarts are available. This precaution is based on past experience: the strawberry-flavoured Pop-Tart turns out to be the product of choice when it comes to laying in provisions. The supply system knows demand will peak and acts accordingly.

The value of prescience was brought into sharp focus when Hurricane Katrina struck New Orleans in 2005. Amid the disastrous aftermath, the local authorities suffered intense criticism, much of it from neo-cons whose agenda of “private is good, public is bad” was well served by revelations that some police officers had bought ammunition from local supermarkets because official supply chains couldn’t cope.

It’s tempting to watch such events unfold from Britain and tell ourselves: ‘Well, that’s all a long way from home.’ Yet the point has some validity everywhere: are state institutions as receptive to new ways of thinking as they could be?

## Analysis versus experience

It’s directly out of the sort of technological analysis discussed above that predictive policing first arose. The argument behind such initiatives is that criminal behaviours can be analysed far more thoroughly by computer than by police officers relying on experience and intuition.

Once you understand that burglars act out the same behaviours as other ‘foragers’, say the idea’s proponents, you can start to get inside their heads. According to the LAPD, a notable early adopter, entering ‘the decision cycle of our adversaries – drug dealers, gang members, terrorists – affords unique opportunities for prevention, thwarting and information-based response, ideally preventing crime’.

Of course, this was before ‘big data’ and ‘algorithms’ – back before the major players on the internet finally settled on a business model of using mass surveillance to target advertising. Since then big data and algorithms have had mixed success.

## Aberrations and intuition

Nobel Prize winner Daniel Kahneman described his work with another psychologist, Gary Klein. Kahneman took a comparatively sceptical view of intuition, having studied the frequently dismal performance of fund managers in financial markets. Klein had witnessed intuition in action, having worked with firefighters and admired their decision-making skills in fast-moving situations.

In other words, one leaned more towards data and the other more towards experience. So was there any common ground that might be able to tell us about the perceived conflict between the innovative and the established?

## The best of both worlds

Despite different perspectives, Kahneman and Klein did agree on some key points. They defined intuition as a capacity to make decisions rapidly by recognising past instances; and suggested it can be trusted only when gained in particular circumstances – specifically, those where the data set is large enough to be representative and the feedback loop swift enough for lessons to be learned.

So let's apply this thinking to predictive policing. The algorithms have done a solid job in relation to incidents of drug dealing, assault and battery, gang violence and bike thefts but have proven less impressive in tackling crimes of passion and homicides.

Why might this be so? Kahneman and Klein's conclusions suggest it's because crimes such as burglary are so commonplace that the data set is sufficiently large to be grist to the algorithmic mill; by contrast, crimes such as murder generate insufficient data for a meaningful algorithm but enough to help shape a detective's intuition.

So there must be a place for impartial, computer-processed analysis – but this ought to free up time for hard-won expertise to come into its own. To put it another way: it would be a mistake to reject innovation out of hand and expect it to completely replace human judgment.

The point is that intuition is acquired – and maintained – with practice but is not necessarily transferable. This is why the most radical and useful innovation of all might be to combine the best of the human with the best of the algorithm.

*Simon Mosey is a Professor of Entrepreneurship and Innovation at Nottingham University Business School, Director of its Haydn Green Institute for Innovation and Entrepreneurship (HGIIIE) and co-author of 'Building an Entrepreneurial Organisation'. This article was originally published by the East Midlands Police Academic Collaboration.*

# Business competitions and the development of soft skills

An inevitable corollary of monetised education is that students expect value for money. They have invested in their own futures, and are entitled to some kind of return.

Perhaps less obvious are the potential repercussions of a system in which everything has a price and, by extension, a metric. A classic example within business schools is the teaching and learning of 'soft skills' such as adaptability, communication and teamwork.

Their merits have been acknowledged for almost half a century, with the studies of pioneering researchers such as Meredith Belbin prominent in outlining the links between collaboration and performance.

Modern-day enterprises expect graduates to possess these skills alongside the more technical abilities required to flourish in the world of work. In other words, they look for recruits who are not only very good at what they do but able to engage, cooperate and thrive in an everyday environment.

The trouble is that soft skills are precisely the type of capabilities that a monetised education system struggles to accommodate. They have no price, because they are hard to measure. As a result, regardless of their innate worth, they are often paid scant attention – a situation detrimental both to students and to would-be employers.

## The world of work in microcosm

One possible solution is to make the development of soft skills compulsory. This is what is happening at Nottingham University Business School, where a module that was previously elective has become obligatory for almost all undergraduates.

It is right to concede, though, that not every business school is likely – or able – to incorporate soft skills into its curriculum. It therefore follows that for many the answer may well lie outside the curriculum, and this is where business competitions have a major part to play.

The popularity of such events has grown enormously in recent years. This reflects the rising tide of activities around enterprise, inspired in no small part by mounting interest in start-ups and the success of TV shows such as *The Apprentice* and *Dragon's Den*.

They encourage teams to come together to solve a problem or articulate an idea. They demand a comprehensive and cogent statement of business merit. They challenge participants to combine disparate strengths and outlooks.



They also force teams to self-organise. They oblige them to delegate responsibilities, to work together and to reconcile contrasting opinions. The resulting dynamics compel individuals with diverse natures, styles and perspectives to strive for a shared goal. In short, business competitions recreate the world of work in microcosm; and in doing so they present many students with the best chance they will ever have to nurture soft skills.

## A safe space in which to make mistakes

Most of us are wearily familiar with the long tradition of what has come to be referred to as 'strategic learning'. This generous euphemism describes the approach of students who identify subjects from the previous year's exam and reason that, since they are unlikely to surface again 12 months later, they can be given short shrift.

Such 'gaming', is rooted in the hoary notion that merely possessing a qualification is sufficient to guarantee a good job in perpetuity. The argument is roughly as follows: learn what little you need, earn that precious piece of paper and sail through life.

Yet there are many things that cannot be 'gamed', and soft skills are among them. Business competitions underline this truth by aiding the process of self-selection, sorting students into those who find they genuinely like entrepreneurship – sometimes in spite of their own misgivings – and those who appreciate that they might not be as good at it as they imagined.

Relatedly, these events also provide a safe space in which to fail. They offer an enjoyable and unthreatening way for students to come to terms with one of the classic conundrums of education: good judgment comes from experience – experience comes from bad judgment. Crucially, participants can make mistakes and learn from them, with no long-term penalty for being wrong, while acquiring competences that employers increasingly value.

Finding something that unequivocally gives students and businesses alike what they need is not easy. This has long been the case, and it remains so in the era of monetised education. As one of the rare exceptions to the rule, business competitions deserve maximum recognition and support.

*David Falzani is an Honorary Professor at Nottingham University Business School and president of the Sainsbury Management Fellowship. A version of this article was originally published by the Chartered Association of Business Schools.*



# From graduate trainee to chairman of the company

In an uncompromising modern business world characterised by continual change and relentless global competition, it is heartening to hear of individuals who have built a successful career within a single organisation. Such an example is Kevin Ellis (Industrial Economics 1984), who started as a Graduate Trainee with 'Big Four' multinational professional services firm PwC and 34 years later is now UK Chairman and Senior Partner.

"I remember choosing Nottingham because it is a University with a great reputation, a beautiful campus in a nice city and I wanted to get away from London but somewhere that was not too far away.

Industrial Economics seemed an ideal subject because at the time it was the closest thing to doing a tailored degree for business but equally is not totally vocational or single track like say the PwC sponsored Flying Start degree in Accountancy."

Mr Ellis continues to be a great supporter of the University of Nottingham and every October finds time from his demanding schedule to represent PwC at the annual Finance, Consulting and Management Fair held at the University. Little wonder then that PwC are one of the largest recruiters of Nottingham graduates.

"I came to PwC to get qualified as an Accountant and gain some work experience but to be honest always thought that after a few years I would get a 'proper job'!

"After a business grounding in audit, I moved to insolvency and was offered the opportunity to undertake external secondments working for both a UK retail bank and overseas bank. Having had the opportunity to experience different aspects of our business and others, I realised what a great company it is to work for.

"I really enjoyed client work so never coveted a management role but then was sponsored to attend a month-long leadership programme at INSEAD Business School in France and it changed my outlook. I took my first management role leading our Business Recovery Services a decade ago."





Over his career Mr Ellis spent 20 years specialising in providing turnaround and crisis management support to businesses, working with a variety of organisations including many household names both in the public and private sectors. He has been instrumental in PwC's entry into new business areas such as cyber security and data analytics.

Mr Ellis became partner in 1996 and joined the UK firm's Executive Board in 2008. He was elected Chairman and Senior Partner in July 2016.

"I think the most enjoyable aspects of the job are also the biggest challenges for our industry and business in general. Disruptive technology will inevitably have a big influence in every sphere of business whether this in the supply chain through advances such as cryptocurrency, the impact of artificial intelligence in client relationship management, or innovation in communications like Google Hangouts for example.

However, these changes also bring tremendous opportunities to develop new and exciting ways of working and acquire new revenue streams beyond our traditional audit and tax work.

The uncertainty of Brexit is obviously worrying if it results in companies moving out of the UK and London but can also be a key catalyst for innovation. UK business is agile and has a good track record in dealing with change."

Indeed, turnover in PwC's UK business grew significantly last financial year with high demand for technology, consulting and other professional services. The firm has invested heavily in the business over the past seven years, with initiatives including teaming up with Google to launch an innovation lab in Belfast, and hiring a team of specialists to explore how Blockchain technology can be applied to the financial services industry.

Foresight, confidence and optimism are qualities that have underpinned Mr Ellis's success in business. His inspirational career journey epitomises the adage that talent, hard work and loyalty really can get you to the top.

"I remember choosing Nottingham because it is a University with a great reputation, a beautiful campus in a nice city and I wanted to get away from London but somewhere that was not too far away."

# Make room to break the rules

World-renowned fashion designer Sir Paul Smith visited the University to deliver an inspirational public lecture to a packed audience of students, staff and members of the public and business community.

Nottingham native Sir Paul's career is characterised by creativity combined with astute business acumen and he was keen to share the secret of his success to inspire the next generation of enterprising Nottingham students.

Leaving school at 16 with no qualifications or career plan – beyond dreaming of becoming a racing cyclist – to now running a global fashion empire with stores in over 35 countries, Sir Paul is living proof that ingenuity and dedication are key ingredients in business. As he succinctly contends: “You can't do it without doing it but do things that are right and not things that are easy. Effort is free of charge.”

Sir Paul prefers to be seen as ‘creative’ or a ‘designer’, actively avoiding the ‘entrepreneur’ or ‘businessman’ label others place on him. He passionately believes in innovation and creativity and finds inspiration in anything and everything including art, music, architecture, travel, and humour.

At the start of his career Sir Paul attended a lecture by celebrated philosopher Edward de Bono, and was inspired to think more laterally, an ethos which continues to shape his unquenchable creative spirit to this day.

“You can find inspiration in everything, and if you can't then you're not looking properly”, argues Sir Paul, a belief reinforced by some of his most iconic clothing ie a blue suit based on a Chinese military uniform, stripy knitwear inspired by coastal beach huts and photographic t-shirts derived from Italian bus advertising.

Individualism is also an important influence on his work and way of thinking. This is clearly evident in his legendary use of colour, for which he credits the inspiration of artists such as Matisse and Kandinsky, and in his shops, which are all different and uniquely individual. As he maintains “You need to make room to break the rules’.







The Paul Smith ‘distinctiveness’ maxim is as uplifting, in an era characterised by corporate homogeneity and indistinguishable retail clones, as it is commercially successful. As Sir Paul himself reasoned, ‘There is already too much stuff in the world. Nobody actually needs another restaurant or another shop. The trick is to do something different, to look and see things in different ways’.

The themes of enterprise, innovation and creativity chime well with Nottingham University Business School’s own mission to enhance business and management knowledge and practice in an innovative, responsible, and sustainable way.

Ahead of the lecture, Sir Paul also visited the Ingenuity Lab to meet young entrepreneurs and learn more about Ingenuity19, the University of Nottingham’s annual innovation event designed to discover and develop enterprising ideas to transform our future. The event provides an opportunity for disruptors, entrepreneurs and community innovators to come together, and explore key challenges facing society as well as compete for substantial prize funding.

Ingenuity19 will focus on two major issues – Future Communities and Future Tech. And for the first time ever, the event is open to members of the public and businesses as well as students.

Steven Chapman, Head of Ingenuity Lab said: “Sir Paul symbolises ambition, quality and success; Ingenuity19 aims to harness that spirit, and by utilising the resources of the University of Nottingham, create new partnerships, generate ground breaking ideas, and establish a structure where future leaders can thrive.”

**“You can find inspiration in everything, and if you can’t then you’re not looking properly”**

## Speakers

2018 was another exciting year for speakers who have shared their knowledge and expertise with our alumni, staff, and students – including the ‘Business Leaders’ and ‘Financial Minds’ series. Here are a small selection of our many excellent contributors.

### Dato’ Dr Geoffrey Tan

Geoffrey Tan is a prominent Malaysian businessman, entrepreneur and Nottingham alumnus. He is involved in diverse businesses including financial services, property development, hospitality, oil palm plantations, maritime industries, and infrastructures. Dr Tan is Founder and CEO of GM Capital Ltd a major private investment company and at the helm of Pascal Maritime Group, a leading maritime services provider in Asia and Africa. His talk focused on ‘Branding, Firm Valuations and Organisation Development’.



### Mark Onyett

Mark Onyett is a Partner at Blenheim Chalcot, the UK’s leading digital venture builder, and has played an integral role in the development of Nottingham’s Fintech cluster, with its Accelerate Nottingham tech hub providing a physical base for many high growth potential Fintech businesses. Mark gave an insightful presentation on what’s new in the sector, career opportunities in Fintech, some of the challenges the sector is facing and why Nottingham is at the heart of much of this growth.

### Charles Jenkins

Charles read music at the University of Nottingham. He is Director - Aviation, Corporate Banking Division for EMEA at The Bank of Tokyo-Mitsubishi UFJ Ltd, where he and his team offer capital solutions to airlines, operating lessors, and investors in aviation. Charles’ presentation covered ‘The Role of Capital Markets in the International Aviation Industry’.

### Mark van Ommen

Mark van Ommen is Principal at Zanders Treasury Consultants. He and his team offer corporate solutions in the area of treasury management, risk management and corporate finance. Mark gave an insight into what is important in this field today, highlighting financial strategies for optimising shareholder value in his talk ‘Imaginative Corporate Solutions in Treasury Management, Risk Management and Corporate Finance’.



### Maurice Benisty

Maurice Benisty is a Nottingham law graduate. His career spans 25 years, from investment banking with Lehman Brothers, Bankers Trust and Paribas, Chief Commercial Officer of GE Capital International, to CEO, Wells Fargo Commercial Distribution Finance. He is currently Chief Commercial Officer of boutique capital markets firm Demica Ltd. Maurice gave an insightful talk about the current state of banking entitled ‘Fintech vs Banks – Who owns the future?’.

## East Midlands Airport

A lucky group of supply chain management students and alumni were treated to a unique and exclusive behind-the-scenes visit to the UK's busiest pure cargo airport and tour of logistics giant DHL.



East Midlands Airport is a vibrant economic hub, supporting over 7,000 jobs and generating around £300 million for the region and is strategically vital as an international gateway for distribution services and air cargo. Handling around 350,000 tonnes of cargo a year, the airport is home to leading logistics operators such as DHL, FedEx, and UPS, as well as being a major hub for the Royal Mail and Amazon.

## Malaysia and Singapore

For the first time the 'Nottingham in the City' networking series was held outside the UK. The University of Nottingham Malaysia hosted receptions for alumni, current students, professionals and staff from the University in Kuala Lumpur and Singapore, aimed at expanding networks and sharing expertise.

The KL event welcomed over 80 guests and focussed on a panel discussion covering branding, firm valuations and organisation development.

The reception in Singapore was held at the City Campus of PSB Academy – the University's partner institution in Singapore – and featured a lively panel discussion on innovations in business and business sustainability, with Adrian Chia (Founder of eco-friendly homes company Big Tiny), Scott Munday (Director at The Economist publication), Ee Ling See (Director at ride-hailing, ride-sharing and logistics services company Grab Singapore).



## Nottingham in the City

'Nottingham in the City' is an exclusive alumni event featuring talks on current business topics from respected business leaders and networking opportunities. This year's event was hosted by global professional services giant PwC at their stunning Embankment Place headquarters in London. The keynote speaker was PwC UK Chairman and Senior Partner, Kevin Ellis. With a mixture of students, established alumni and PwC professionals in attendance, the event was an unmissable opportunity for those in attendance to expand their network and discover the latest business thinking.

## Impression workshop

Around 70 alumni and business associates of The University of Nottingham attended a free workshop 'Future Proofing your Digital Marketing Strategy' – hosted by Nottingham based multi-award winning digital marketing agency Impression. The half-day workshop – aimed at business owners, managers, marketers and strategists – provided the latest knowledge, tips and techniques in the areas of SEO, digital PR, PPC, social media advertising and CRO.

## International roundup

Over the course of the year alumni events were held around the world including: China, Colombia, Hong Kong, India, Malaysia, Mexico, Singapore, and the US.

## NUBS cricket match raises awareness on social justice issues

In a departure from tradition, the final game of the Business School staff cricket season featured a match against a team of Maasai warriors.

The Maasai Cricket Warriors play in their traditional Maasai clothing but have swapped their spears and shields for bat and ball and use cricket to work for social justice, particularly on issues such as early forced marriage and female genital mutilation.

The cricket was the climax to an excellent and thought-provoking Modern Day Slavery and Survivor Voices conference, an event featuring the Warriors as well as representatives from the Nottingham University Rights Lab.

Despite putting on a respectable score, the staff team was well and truly outclassed by the impressive Maasai side who ran out comfortable victors. It was a privilege to play against such a wonderful team and the defeat did nothing to detract from a great day where the true winner was the awareness raised about Modern Day Slavery.



## Professor named among top women in Islamic finance

Professor Meryem Duygun was listed in the top 100 women in Islamic finance 2018 by WOMANI. The prestigious annual list features the most powerful women in the global Islamic financial services industry and includes women prominent in policy making, business, academia and banking.

Professor Duygun holds the Aviva Chair in Risk and Insurance at Nottingham University Business School and has an international reputation for her outstanding research in banking. Her research fields are in international banking, risk, and corporate finance, including Islamic banking and finance.

## Malaysia Business School academics receive Vice-Chancellor's Medal

The prestigious Vice-Chancellor's Medal celebrates exceptional achievement by current staff or students within the University of Nottingham's campuses in Malaysia, UK and China, recognising exceptional achievement or a substantial contribution.

Dr Hazel Melanie Ramos is Associate Professor in Industrial/Organisational Psychology with the Division of Organisational and Applied Psychology (DOAP). She received the Medal for her work in establishing the DOAP and developing its BSc programme.

Chan Wen Li is Assistant Professor of Business Law. She received the Medal for outstanding contributions in advancing equality and diversity in her capacity as the Founding Advisor to the UNMC Gender Equality Initiative. Her efforts have enabled the University to build connections with Malaysian non-governmental organisations involved in women's rights and gender equality.



## A remarkable journey

Alumnus John Clay (MBA 1988) was recipient of Australia’s highest marketing honour, the Certified Practicing Marketer award. He has gone a long way since graduating from the first ever MBA cohort at Nottingham University Business School thirty years ago...literally! His journey has taken him from a small town a few miles from Nottingham to ‘the land Down Under’.



After working in Oxford for a few years, first with a medical equipment supplier and then for the National Health Service, John returned to Nottingham to undertake its new MBA programme.

“I felt I needed to make a personal investment to complete my business education, so I left my job, got a loan from Barclays and paid for the MBA myself.

“The MBA opened my eyes to a bigger world. I went from being a 26 year old with a solid undergraduate degree to being able to engage on a global stage.”

After successfully completing the MBA, John joined the UK telecom giant BT on an executive graduate programme and spent the next two years working in London. However, one cold damp morning he decided he should broaden his horizons and spend some time abroad, preferably somewhere warmer!

“Once the idea was planted I literally went to Australia House and applied for a visa right there and then. I assumed my stay would be for 18 months or so but here I still am almost 30 years later!”

Initially employed in marketing and managerial roles for several telecommunications companies including OTC, Telstra, and Nextgen, John was appointed as Regional Marketing and Communications Manager for leading engineering and environmental professional services firm URS before moving to global engineering consultancy Arup as a Principal and Head of Marketing and Communications. John was a member of Arup’s Australasia executive team and was responsible for marketing, communications, and client engagement across the region; in addition to being the functional Skills practice leader for Arup worldwide.

The Australian Marketing Institute is the preeminent industry association for marketers in Australia, and each year they celebrate excellence through their awards programme, including an individual category of Certified Practicing Marketer, the highest honour that can be bestowed on a marketing professional in the country. The CPM award recognises professional marketers who have demonstrated a significant contribution to the profession and delivered consistent outcomes for their respective firms.

After 25 years in the professional services, telecommunications and IT industries, John has now moved into a portfolio career consisting of Board, Advisory and Lecturing roles.

John has maintained strong links with Nottingham and the University.

“I am still in touch with fellow MBA alumni and enjoy keeping up to date with what’s happening at the University through the alumni network. Coincidentally, Arup did the engineering for Jubilee Campus where the Business School is based.”

**“The MBA opened my eyes to a bigger world. I went from being a 26 year old with a solid undergraduate degree to being able to engage on a global stage.”**

## Entrepreneur alumnus recognised by IoD

Nottingham based entrepreneur Aaron Dicks has been named 'Director of the Year' at the Institute of Directors Awards.

Aaron, who founded digital marketing and web development agency Impression alongside business partner Tom Craig in November 2012, received the award in recognition of his business' success, his investment in his team and his contribution to the wider industry and region. In 2013 he took part in Growth 100 an initiative delivered by the Business School's Haydn Green Institute to help small companies from across the city develop the skills and knowledge needed to grow their businesses.

## Stick with it and you could get stuck

Rupert Pople (Management 2016) hopes that the experience of his own career journey will inspire and provide sound advice to other young graduates contemplating the perennial 'what next?' conundrum.



"Since graduating I have been through a whirlwind of employment experiences. From working in a pub to being a marketing intern in a tech startup and part of an insurance underwriting team at Lloyds of London. I have tried and tested many career routes in a small time.

"Finally, I found my dream position, working for myself as an affiliate marketer for companies such as Amazon. The main project is my own website [yoursmarthomeguide.com](http://yoursmarthomeguide.com), a niche site that provides guides, overviews and the latest news about the smart home tech industry. It has taken six months to build and I have loved every second of it. During this time I have learned a huge amount about Search Engine Optimisation, how to develop good content, build links, and convert this into sales revenue.

"My degree definitely helped me to achieve the dream goal of working for myself and creating my own business. The marketing modules were contemporary and helped me to understand concepts and key terms, providing a solid base to enter the online marketing world. I felt I was in a strong position to truly grasp how the industry works.

"My advice to anyone who is unsure about the career path they wish to take is to push yourself to go for something but not be afraid to depart from this. There is such pressure to find something and stick with it in the job market. It can be very easy to get stuck in something that you do not feel happy with, as I found with past jobs.

**"Internships are also a great way to scope out what you want to do. If you want to work for yourself then take the step, instead of thinking 'what if'. It was a frightening step for me, but with time it was the right one.**

"Whatever you want to do, especially if it is bold, you should have a plan to gain knowledge that works. For me, it was a friend who had success at affiliate marketing. There is nothing better than following the advice of someone with a confirmed history of achieving your goal. You will also need hard work and application."

## Building better brand experiences

Alumnus Darren Coleman (MA Marketing, 2006) has published a new book on brand marketing. Entitled 'Building Brand Experiences: A Practical Guide to Retaining Brand Relevance', Darren uses his considerable career and academic knowledge of the subject to provide a very practical guide to how brands can retain relevance through the experiences they build.



The book is neatly divided into four main sections comprising a comprehensive analysis of the brand experience environment; essentials; enablers; and how to measure brand experiences effectively. It provides a step-by-step guide to the process of building effective brand experiences based on tried-and-tested tools, templates and informed research, combining expert insight and real-world examples in an anecdotal, insightful yet digestible way.

remarking on the importance of building better brand experiences, Darren observed: "The book is structured around the 'Brand Experience Blueprint'. This is a practical management tool based on twenty plus years of global brand strategy experience and extensive research spanning commercial and academic fields. The goal of the Blueprint is to guide the reader through the process of building brand experiences. 'A Brand Experience Toolkit' accompanies the Blueprint. This comprises a suite of practical tools and templates that help readers turn the ideas being introduced into action. This goal is to give the book a very hands-on and applied feel."

## Doing good business in Russia

Stanislav 'Stan' Grafski was one of the first graduates from the Business School's pioneering MBA in Corporate Social Responsibility in 2004. He now applies the skills and knowledge gained from his time at Nottingham back in his native Russia.



"When I came to NUBS in 2003, CSR was a virtually unheard of phenomenon in Russia, but by the time I successfully completed the MBA, interest had grown tremendously.

"When I initially returned to Russia none of blue chip employers I contacted were prepared to hire me. I was literally the first Russian national with this type of qualification and I guess recruiters were reluctant to take the chance on something so new.

"Eventually, international PR and communications consultancy – Grayling – offered me a position as Director of Government Relations and Public Affairs. I also found that having a unique degree enabled me to join the CSR and sustainability panels for some authoritative national business-related NGOs helping me to establish expert status in this discipline.

"My original degree was in law and I was able to combine this with my knowledge in CSR and experience gained in government relations and public affairs through my own consultancy practice, Grafski Consulting. The focus of my company is on helping international businesses to enter and expand in the Russian market.

"As the largest country on earth with a wealth of untapped natural resources and a highly educated workforce, Russia offers incredible opportunities but equally there are plenty of challenges such as infrastructure, intellectual property rights, business transparency and government protectionism.

"The MBA in CSR gave me the knowledge, skills and confidence to navigate the complex Russian business landscape. Staying connected with the Business School and the alumni network is important to me and I know that Nottingham continues to be a world leader in sustainability education."



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