

A composite image of Earth from space, showing the curvature of the planet and the dark side with city lights. A bright blue light source is positioned on the horizon, creating a lens flare and a starburst effect with rays of light extending upwards. The background is a deep blue space filled with numerous stars.

ENGINEERING NEW HORIZONS

SAINSBURY MANAGEMENT FELLOWS

INSPIRING ENGINEERS

The Gatsby Charitable Foundation, which was established by Lord Sainsbury of Turville, has sponsored the Sainsbury Management Fellows' awards for the past 27 years. This scheme allows first-class young engineers to take MBA courses at top international business schools, to help prepare them to become business leaders.

Since 1987, more than 300 Sainsbury Management Fellows have graduated from international business schools. I am privileged to be one of the Sainsbury Management Fellows and on behalf of all the Fellows, I would like to thank Lord Sainsbury for his generosity and for giving us the opportunity to fulfil our career aspirations and potential.

To commemorate the 25th anniversary of the scheme, we decided to share 25 case studies of Sainsbury Management Fellows, each of whom has followed a different career path after receiving their MBA. The stories are as inspiring as they are different. Many Fellows have gone on to senior positions in large firms, some have created employment and value by building new and exciting companies, whilst others have made significant contributions to important global issues related to education, sustainability and human welfare.

The common thread to these case studies is that all the Sainsbury Management Fellows are engineers with management skills and a global outlook obtained from an international MBA. The Fellows credit their analytical and problem solving abilities to their study of engineering and consider it as the foundation for their success.

Today's information revolution is transforming every aspect of life and business. All companies are technology companies in some respect, and information is often instantly out of date. What increasingly counts for business success is not who you know, nor even what you know, but how quickly you can learn. The ability to harness this flux of technology and information is key in order to generate economic value. Within this interface of technology and capital, no one can be more at home than the engineer with a deep business understanding. This idea lies at the heart of the Sainsbury Management Fellows' scheme.

I hope that when you read these stories you will be inspired by them. I particularly invite young people considering their future education to look to the exciting breadth of possibilities that an engineering career has to offer. If you are an up-and-coming engineer, perhaps you will consider management business training as a potential "career catalyst" for converting your talents to future leadership potential. Perhaps you would like to discuss the possibilities of where a career in engineering and business might lead – in which case, please do get in touch with us at the address below.

The Sainsbury Management Fellowship has recently become a registered charity, incorporated under the name Engineers in Business Fellowship. We want to ensure that this scheme is sustainable in the future and we have received expressions of support from the current Sainsbury Management Fellows. I hope that senior managers in British industry and educational organisations will also share Lord Sainsbury's vision and enthusiasm for the scheme by wholeheartedly supporting the Engineers in Business Fellowship.



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Imoni Akpofure

Finance and Investment Professional

MBA Year: 1994

Imoni is a Finance and Investment professional with over twenty years of developed and developing country experience and a strong focus on Sub-Saharan Africa. After completing her MBA at INSEAD, she joined the International Finance Corporation (IFC), the private sector arm of the World Bank Group, and the largest multi-lateral source of funding to the private sector in emerging markets. She acquired substantial experience in project finance, strategy, business development, and environmental and social sustainability across Africa, Asia, Latin America and the Middle East. She worked across a range of sectors including Infrastructure, Global Manufacturing & Services, and Environment & Social Development.

Imoni has a BEng in Civil Engineering and an MSc in Environmental Engineering. Prior to her MBA, she worked as a civil and environmental engineer with Scott Wilson Kirkpatrick (now part of URS Corporation) in the UK, becoming a Chartered Engineer in 1993. Imoni has been a trustee of several foundations and served as a Non-Executive Director on two Africa-based private equity funds.

She is a member of the Engineers in Business Fellowship Fundraising Committee, a Member of the Admissions Committee of INSEAD, and a Faculty Member of the Business and Sustainability and Climate Leadership Programs under the University of Cambridge's Programme for Sustainability Leadership. Imoni recently decided on a portfolio approach to her career and is currently building her Non-Executive Director and Advisory portfolio.



Building Infrastructure in Challenging Environments

1995: After INSEAD Imoni joined IFC's Infrastructure Department in Washington, DC. She focused on the ports and utilities sectors financing projects including the largest privatised water company in Latin America, a small BOT (Build Operate and Transfer) water treatment facility in Vietnam, and the largest gas transportation and distribution company in Colombia.

In an industry with very tight margins, Imoni supported two projects of about \$50 million for the biggest soya meal exporting terminal in Argentina which also ships grains (maize, wheat, sorghum) and vegetable oils. Complejo T6 is a joint venture between Argentine oilseed companies Aceitera Generale Deheza and Bunge-Ceval. Located on the banks of the Paraná River in Puerto General San Martín in Argentina, Complejo T6 has since become the most important export agro-industrial complex in Latin America.



Engaging Stakeholders for Sustainable Investment in Sub-Saharan Africa

2005: Imoni re-opened IFC's sub-regional office in Accra, Ghana and took on responsibility for nine countries namely Benin, Burkina Faso, Côte d'Ivoire, Ghana, Republic of Guinea, Liberia, Niger, Sierra Leone and Togo.

She increased annual commitment volumes from \$30 million in 2004 to \$400 million by 2009 and developed a total of ten Advisory Services programmes in five countries.



Improving the Business Environment in Burkina Faso

2006: Using her local team in Ouagadougou, the capital of Burkina Faso, Imoni maintained the relationship with Government and facilitated the dialogue between the Government and the private sector.

The Doing Business Better programme resulted in Burkina Faso being recognised as a Top Reformer in the World Bank Group's Doing Business Report for 2008 and 2009, and improved the country's ranking to 147 out of 183 countries. In addition, in a small land-locked country, the team managed to grow IFC's investment portfolio across a range of sectors including the financial, hospitality, retail, telecoms and mining sectors. This highlighted that the creation of an open dialogue between a government and the private sector can definitely improve the business environment.



Collaborative Community Development in Ghana

2008: The need to ensure good relations with host communities is a critical aspect of guaranteeing the success of extractive industry investments.

In addition to IFC providing a loan to Newmont Ghana Gold Limited (NGGL) for its \$500 million greenfield Ahafo mine, in her personal capacity, Imoni was one of the founding Trustees and Chair of the Finance and Administration Committee of the Newmont Ahafo Development Foundation (NADeF), a sustainable community development foundation established between NGGL and the Ahafo Social Responsibility Forum.

Through this unique vehicle, a first in Africa, NGGL provided an annual contribution to NADeF to support community development in the ten communities within the Ahafo mine catchment area. By the end of 2013 NGGL had paid over \$17 million to the NADeF which has enabled infrastructure projects and education scholarships to be provided to the communities. The Foundation has received numerous local and global accolades for being a model of community empowerment and participation.

Mainstreaming Sustainability into the Business

2002: Going back to her roots as an Environmental Engineer, when IFC's then-CEO decided to use IFC's environmental and social capability as a competitive advantage, Imoni was asked to head an initiative to mainstream the concept of sustainability into IFC's operations, given her unique perspective of the investment and environment.

Based in South Africa at that time, Imoni coordinated IFC's input to the 2002 World Summit on Sustainable Development. She moved back to Washington to head a new team focused on business development support to IFC's Investment Departments, demonstration of the business case for sustainability, dissemination of best practice, marketing and communication. Recognising the need to be within the business to effect change, she moved to the Global Manufacturing and Services Department to head the change process. Key outcomes included the development of the first internal IFC Sustainability Learning Programme. Also, as a key member of the IFC team implementing the Equator Principles, she was able to see the impact on global project finance of establishing standards; as of 2014 seventy-nine financial institutions have adopted the Equator Principles ensuring that more than 90% of global project finance follows them.

Even after returning to the investment stream, Imoni has maintained her links to the sustainability and climate agendas. External to IFC she continues to be on the Faculty of the Sustainability Leadership and Climate Leadership programmes under the University of Cambridge Programme for Sustainability Leadership. She is currently working on research on how best to integrate these into business in Africa, beyond corporate social responsibility.

Engaging in Conflict Affected Situations

2008: The ten minute helicopter ride from Freetown-Lungi Airport to downtown Freetown can be quite a challenge.

Working in conflict-affected countries presents a huge human capacity and infrastructure challenge but is also one of the most rewarding experiences. Restarting IFC's programmes in Guinea, Liberia and Sierra Leone, the latter two after civil wars, showed how critical it is to have private sector input at the same time as humanitarian aid, to guarantee economic growth.





Mike Astell

Director, Centrica Energy Upstream

MBA Year: 1999

A Chartered Engineer and Fellow of the Institution of Mechanical Engineers, Mike gained his MBA at Erasmus in the Netherlands.

Prior to taking his MBA, Mike was involved in setting up the services division of Alstom in the UK, and subsequently, project managed the implementation of the £1 billion Northern Line upgrade for London Underground as well as developing proposals for new trains for Virgin.

Since gaining his MBA, Mike has built his career in the oil and gas industry, starting in corporate strategy at Royal Dutch Shell and later becoming an Operations Manager in Shell's European E&P business, responsible for an area of the North Sea, managing an operating budget of £120 million.

After Shell, Mike was appointed as a Director at Centrica Energy where he mobilised and motivated talented personnel to develop the UK gas production capability, pushing the boundaries for a UK plc.

Mike has been a mentor for the Sainsbury Management Fellows' mentoring scheme, mentoring winners of the Engineering Leadership Awards Scheme run by the Royal Academy of Engineering.

LinkedIn:
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Impacting Performance of Shell's North Sea Operation

2003-2009: Mike held two business critical posts at Shell. As an Operations Manager, he was responsible for four offshore installations and infrastructure in the Central North Sea as part of the Shell/Exxon joint venture, which were producing some 40,000 barrels of oil per day. At the time, new to the industry, he revitalised the performance of older installations, reversing declining performance; addressing underlying weaknesses across the operation, and winning a number of international safety awards.

2007-2009: Taking over a struggling business critical programme to update Shell's environmental systems and compliance procedures across the extensive, complex European upstream business, Mike structured the project teams and approach to deliver the programme within an ambitious timeframe, impacting over 9,000 staff and contractors in twenty-five locations across three countries.

Helping Med Tech Company Secure Funding for Clinical Trials

2003-2007: Mike was Non-Executive Director at award winning medical technology company, Acrobot. Working with the chairman and other directors, Mike challenged business strategy and mentored leaders within the business, driving more effective technology development processes and, through this, built the credibility to raise additional capital to further develop the business.



Strategic Leadership of a Major Business

2010-2014: As regional director at Centrica Energy's Irish Sea upstream gas business, Mike was responsible for managing and developing this business; re-aligning the long-established commercial entity from decline into a growth trajectory and creating the foundations to potentially double the value of the business.

This involved:

- Rebuilding capability, systems and processes to secure robust performance across this £500 million turnover business.
- Identifying commercial opportunities to enhance profitability in the short-term and reduce risk.
- Major cultural change programme and breakthroughs in terms of productivity.
- Simplifying infrastructure to reduce operating costs and secure the business for the longer-term.
- Appraising the development potential of the business and building an extensive investment programme to support this growth agenda.

This work has resulted in new gas production for the UK with more potential to come in the near-term; extended field life by ten years, securing high value jobs and gas supplies; provided major investment opportunities and UK revenues; as well as driving innovation and skills in a critical industry.

Mike commented, "The SMF MBA scholarship provides the opportunity for engineers with leadership potential to acquire business and management knowledge and skills. We use our new skills to develop businesses across many disciplines and industries. One of the most important and rewarding aspects of moving into a senior managerial role is helping staff to build their own careers. In this way, we give back to society the investment made in us through the SMF scheme."



Natalie Robinson, one of Centrica's star apprentices, with Mike at an Apprentice Week event in 2013.



Tom Delay

Chief Executive, The Carbon Trust

MBA Year: 1988

Tom was one of the first to receive an SMF Award and completed his MBA at INSEAD. Before and after his MBA Tom was employed by Shell and worked in various positions in the UK and Africa, finishing up as General Manager of Pizo Shell in Gabon, Africa.

After working in management consultancy for a few years, Tom became the Chief Executive of the Carbon Trust, a world-leading organisation helping businesses, governments and the public sector to accelerate the move to a sustainable, low carbon economy through carbon reduction, energy-saving strategies and commercialising low carbon technologies.

The first President of the Sainsbury Management Fellows, Tom is an SMF mentor to undergraduates studying engineering and offers work experience and internships at The Carbon Trust to many young people.



Fuelling Live Aid

1985: Tom graduated from Southampton University with a degree in Mechanical Engineering and joined Shell in 1981.

He chose Shell because he wanted to travel and work toward Chartered Engineering status and Shell was the only company he found which offered these opportunities in a marketing function. His first job was in the Republic of Djibouti, a country located in the Horn of Africa. His job was to rebuild the facilities for filling gas bottles and the aviation station for refuelling jumbo aircraft. He was there two years when famine in neighbouring Ethiopia turned the global spotlight on his part of the world. Live Aid was being organised and Shell was asked to help in any way possible with the logistics of transporting fuel to famine areas so supply planes could be flown in and then fly out again to restock. Shell offered an old fuel tanker but this was in Djibouti. It was difficult to take this to Eritrea overland and Tom was faced with finding a solution. He managed to bolt the tanker on to a Shell tanker ship which sailed up the Red Sea and deposited the tanker in Eritrea. This early experience of using his engineering skills to work for the public good resonated with Tom and would shape his future career choices.



Providing Energy to Gabon Reliably and Safely

For Tom, doing an MBA at INSEAD “took down all the barriers in business.” It brought understanding of the function of all disciplines within a company, not just the technical areas. It also brought confidence. Tom commented, “The MBA taught me the first principles of many aspects of business. As engineers we are trained to go back to first principles when faced with a problem to solve.”

1992: After three years of running a large sales team in the UK for Shell Lubricants and negotiating Supply and Distribution joint ventures, Tom was offered the job as General Manager of Pizo Shell in Gabon, which he accepted. For four years, Tom was a key player in the development and growth of the economy and infrastructure of Gabon. He worked with local people to make Shell products available safely and reliably to businesses and the community. Tom’s take on this is that big business can be good for developing countries. A key first step is to respect local staff

and earn their respect in return. Tom did this in a big way, introducing quality management and customer service programmes and increasing net income from 531 million CFA in 1992 to 1,452 million CFA in 1994.



Accelerating the Move to a Sustainable, Low Carbon Economy

2001: After several years in management consulting, Tom was offered a unique opportunity – to tackle the global problem of climate change by heading up the Carbon Trust.

This appealed to him on three levels, it was a start-up, addressing a big problem that he cared about and by taking on this job and he would be back using his technological and management skills for the public good. And so the Carbon Trust began, with Tom and a blank sheet of paper. He took the view that to be the catalyst of change, it was necessary to start by making the business case for climate change – if you invest in sustainability it will pay off. He made business aware of climate change and made it become an issue of importance to them. Since starting the Carbon Trust, 53.5 million tons CO₂e (equivalent carbon dioxide) have been saved with associated cost savings of £5 billion. What was a niche concept and vocabulary introduced by the Carbon Trust about carbon footprint measurement and management has now become an accepted worldwide standard.



Making a New Market for Renewable Power in the UK

2007: One of the Carbon Trust’s start-ups which was spun out is called Partnerships for Renewables, which develops renewable power on public land.

The company grew out of the fact that only 1% of renewable power in the UK was based on public land. This meant that many suitable locations – for example forest, canals and prison sites – were not being developed. However, in order to tap into this potential source and make it commercially viable, a minimum of \$1 billion needed to be raised. The Carbon Trust put together a management team which raised the necessary capital and now wind turbines are being installed on public land taking into account the sensitivities of wildlife and the local community. Tom commented, “Sometimes you need to go into a market to prove that it works.” The Carbon Trust has retained 34% of the company.

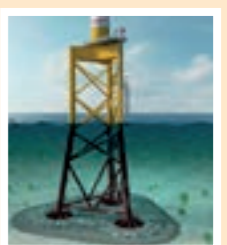


Investing in New Technologies to Reduce the Cost of Offshore Wind

2008: The Offshore Wind Accelerator (OWA) is at the forefront of developing new technologies for offshore wind in the North Sea, an area of great potential for wind farms.

This is currently a very expensive technology and the Carbon Trust is aiming to reduce the cost by forming this consortium of wind power development companies and working with them. OWA is part funded by the UK government and for every £2 invested by industry; the government puts in £1. It is going well with £50 million investment in the first four years. Deep water foundations are a big problem, being both expensive and technically challenging. Now there are three novel foundations being demonstrated which, along with other innovations, could reduce the overall cost for offshore wind by 10%.

Tom chairs the investment committee at the Carbon Trust and feels his background in engineering helps in deciding which technologies have merit and which may be a less sound investment. Overall, Tom relies on his engineering background for about two-thirds of his work at the Carbon Trust.





From Engineer to Entrepreneur and Digital Transformation Consultant

Andrew started his engineering career with a degree in Electronic Engineering at Southampton University, combined with a pre-university year and holiday periods of work experience with the Ministry of Defence and at CERN.

Following graduation, Andrew started to move in a more commercial direction and joined IBM as a Systems Engineer within a marketing team. After four years at IBM, Andrew took up an MBA offer at INSEAD with support from the Sainsbury Management Fellows. At the time of graduation, Andrew shortlisted two employment offers – a traditional corporate development role with Siemens in Munich and a commercial business development role with an entrepreneurial, venture capital-backed, early stage tech start-up in London. Andrew opted for the latter and has never looked back.



From Idea to Profitable, International Operation in Three Years

1992: Just one year out of business school Andrew started a company called Broadsystem France SA which provided telecommunications services to media clients in Europe such as interactive audiotext, automated telemarketing and online services.

This was Andrew's idea; he wrote the business plan and investment proposal and secured backing and finance from News Corp/News International plc. As Directeur Général, Andrew built up a substantial blue-chip client base including Air France, Twentieth Century Fox, Sony, Virgin, Le Monde Newspaper, RTL Radio and several others. Within two years the business generated cumulative profits of \$240,000. Operations were expanded from France into Belgium, Switzerland and Germany. The business was generating \$3.3 million turnover when Andrew negotiated the sale of the majority stake to a French marketing group.



Starting Up the UK's First eBusiness Internet Portal

1996: Andrew was appointed Business Development and Commercial Director for LineOne in London.

This was a consumer online service and the UK's first internet portal, which began as a 50:50 joint venture between News Corp and BT plc. As a key member of the start-up's senior management team, Andrew had responsibility for several commercial revenue streams such as advertising and sponsorship, retailing and premium content transactions, third party web design and consultancy work and strategic and development issues. Andrew launched a retail channel with over 250 retail partners and advised major brands on strategy and implementation of eBusiness activities including Interflora and BT. LineOne was subsequently acquired by Tiscali for \$120 million in 1998.



Founding Confetti, Niche Retail Leader and Original "Content Driven Commerce" Pioneer

1998: Andrew co-founded Confetti, a retail business for wedding and special occasion products and services with David Lethbridge.

As CEO, Andrew led the company through three rounds of venture capital and corporate funding totalling over \$20 million and acquired and integrated an off-line business as well as online competitors in the UK and other European markets, to build Confetti into a true multi-channel retailer operating in the UK, France and Germany. Combining his engineering skills and business acumen, Andrew created a concept for a completely new business model and sold this to investors, such as Atlas Venture, LGT, Marks & Spencer and Moss Bros in the early stages of the development of the internet.

Confetti offered an innovative customer proposition and a state-of-the-art technical platform. Consumers could now go to one source for all their wedding and special occasion needs. Andrew selected, recruited and managed a board and team of over 100 staff from all disciplines and bringing on board blue-chip technology and marketing partners. Confetti was soon established as a new consumer brand, with 93% online reach and award-winning low-cost advertising campaigns. The company achieved tremendous awareness and won many accolades both in the consumer and business domains. Andrew exited the business via a trade sale and has gone on to help many other companies to develop their digital and online businesses.

Andrew Doe

Serial Entrepreneur
Digital Transformation Consultant
Non-Executive Director

MBA Year: 1991

As CEO of Gizme Technology Partners, Andrew leads industrial-scale digital transformation programmes, advises major retail and travel corporations on the development of digital channels and grows new digital business units.

He has a successful track record of creating value for some of the world's top venture capital companies, private equity investors and corporate businesses including IBM, News International, RBS, BT, Thomas Cook, The Carphone Warehouse and Royal Mail Group.

Andrew was semi-finalist in the Ernst&Young Entrepreneur of the Year Awards in 2001.

Jobs created: 500

Wealth created for the world economy for companies led: £300 million

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David Falzani

CEO, Polaris Associates
President of Sainsbury Management Fellows (2013-present)
Visiting Professor at the Institute of Enterprise and Innovation Nottingham University Business School (2011-2015)

MBA Year: 1998

A chartered engineer, David did his MBA at Wharton/SDA Bocconi and started several businesses, including one of the first internet companies, before setting up consultancy Polaris Associates. David has formulated and launched FMCG brands as well as helped better market and communicate professional qualifications standards for various organisations. As an entrepreneur and visiting professor, David specialises in the customer decision making process, manufacturing marketing and the economic value of hi-tech industries.

Wealth created for economy for companies led or co-led: £8.7 million
UK jobs created: 56

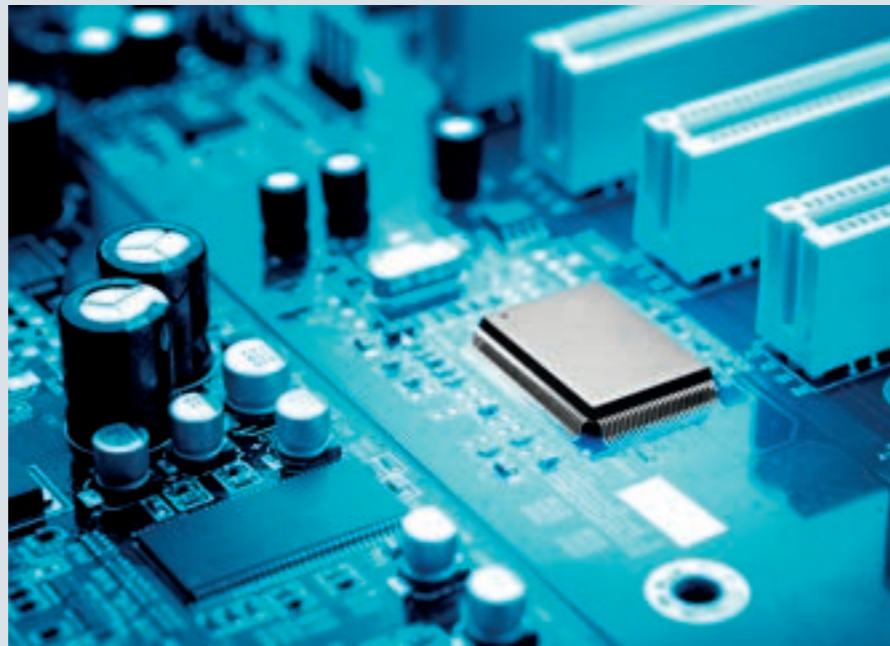
LinkedIn: uk.linkedin.com/in/davidfalzani



New Electronics Factory Hits 98% Switch On Yield

1995: In the mid 90s David was a Project Manager for a brand new £8 million electronics manufacturing facility in Dublin, Ireland. The facility was the first in-house manufacturing for Madge Networks which won the Queen's Award for export twice and was one of the UK's fastest growing businesses. It was intended to be one of the highest tech lines in the world and highly specialised to the company's requirements.

Despite a design incorporating the newest technologies, the establishment of a 'no blame' forum encompassing all contractors, designers and other parties led to the line achieving a 98% first pass yield at switch on, 20% above industry expectations at that time. Yields went on to exceed 99% a week later.

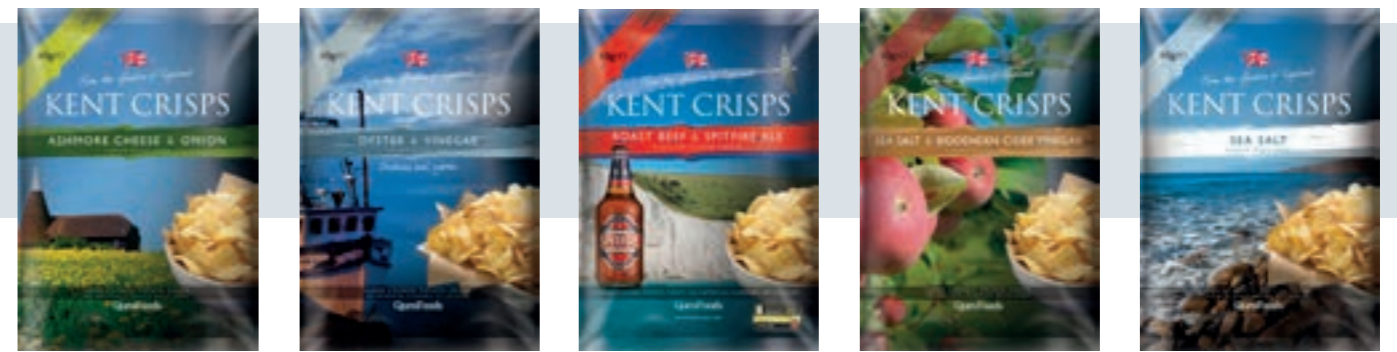


World's First Firesafe Non Metallic Valve

2004: Non metallic piping offers advantages of low weight, low cost, and longevity compared to metal pipes. These piping systems are often used in critical applications such as fire suppression on ships and oil platforms; resisting extremely harsh environments for periods of years but then still performing fully in the event of an emergency.

However, no one had worked out how to make a non metallic valve to use with these pipes, so metallic valves were still used, negating many of the advantages for the system overall.

The firesafe standard requires a valve to withstand a 950°C conflagration for thirty minutes then operate normally. David led a venture capital backed company which used a liquid fiberglass technology to develop the world's first non metallic valve to pass this test.



An Opportunity for Backwards Development in FMCG

2010: It's a well know phenomenon in the production industries, when it comes to new product development, farmers and manufacturers tend to think about production capacity and building stock before thinking much about the sales equation. Kent Crisps came to David with a rough vision but quickly accepted that "Often, if you build it they don't come". After all, in products such as FMCG food, the branding presentation and emotional content is at least as important as the substance providing nutrition. Instead of

a risky and capital intensive product development cycle, a series of brands were developed using emotional mapping and visualisation. These 'betas' were tested with the target consumer groups and in turn the best market solution devised. This was integrated with a retailer acquisition strategy, manufacturing supply solution, and business plan. Loose ends were tied up in social media, trading standards and merchandising, leading to a gold star at the Great Taste Awards and a supermarket listing.

Population Simulation Forecasting

2011: Professional membership organisations are complex businesses that often face challenging times due to fast changing markets and changing demographics.

Designed to help these organisations better manage their resources and reduce risk, the Polaris Model simulates institutions' own members' behaviour in order to predict the future under base case and varying scenario conditions. As well as providing accurate forecasts, it can be used to better allocate fixed resources across myriad activities and help answer questions such as 'how do you plan for disaster?' and 'what will your membership look like in ten years?'



A New Registered Charity

2012: The Sainsbury Management Fellowship scheme has given over £7 million of scholarships to engineers and actively promotes the importance of better business training for engineers and technologists for the furtherment of the economy.

As President of the SMF David oversaw the incorporation of the Society into a company limited by guarantee under the legal name of Engineers In Business Fellowship and then registration with the Charity Commission. This has delivered limited liability for members, allowed for perpetual succession, and also prepared the ground for receiving charitable donations in a tax efficient manner, and thereby helped underwrite the future of the scheme as it passed its 25th anniversary.



Adrian Gibb

Partner, EY

MBA Year: 1993

Before completing his MBA at INSEAD, Adrian worked in the data communications industry, latterly as General Manager for Brown's Operating System Services Ltd, a privately-owned company offering secure remote communications solutions. His post MBA career has focused on consulting, specialising in the life sciences and healthcare sectors.

Adrian currently leads a cross-functional team at Ernst & Young (EY) including strategic, commercial, financial and operations specialists who work with clients to plan and execute successful transactions.

The EY team works with a wide range of clients from established international companies through to fast growing entrepreneurial companies and financial sponsors looking to invest in the healthcare arena. As head of a fast growing practice area, a key part of Adrian's role is coaching and developing new members of the team. It is part of EY's strategy to attract, develop and inspire high calibre individuals from diverse backgrounds to create strong teams that deliver exceptional client service.

Adrian has also been a Sainsbury Management Fellows' mentor for many years.



Building a Successful Life Sciences and Healthcare Practice in a Competitive Environment

2001: As Partner at L.E.K. Consulting, Adrian helped to recruit and train a set of very scientifically oriented graduates and post-graduates to be able to operate confidently in the business arena.

In 2011, the practice area employed fifteen dedicated staff, with half of the team having an advanced degree in a scientific discipline. This team was responsible for 15-20% of L.E.K.'s UK revenues and the Global Life Sciences Practice was one of L.E.K.'s leading practice areas.

The work at L.E.K. included assignments supporting successful transactions (acquisitions or divestments) as part of their strategic development for many of the leading UK healthcare services businesses. L.E.K. also worked with start-up companies across the medical devices, pharmaceutical, biotechnology and healthcare services sectors.

Adrian developed a market entry strategy to support the successful European launch of a novel cystic fibrosis drug for a US-based biotechnology drug, which is expected to generate approximately \$500 million in worldwide revenues in 2014. Adrian also led the due diligence work supporting the €2 billion sale of a European manufacturer of medical products for surgical and wound care applications.



Training the Brightest and Best

2001: Over the past thirteen years, Adrian has been involved in the recruitment, training and development of over one hundred bright, well qualified graduates.

As a specialist in the life sciences and healthcare sectors, the majority of these young people have had a strong science and technology background. Adrian finds this a very rewarding part of his job and said, "I continue to enjoy the challenge of working with the team to analyse complex problems and find practical solutions. It is also a great pleasure to help develop young people and set them on a successful career path."

Reaching the Top of the Profession

2012: Adrian is now a senior professional in the consulting industry and part of the leadership team for a £240 million UK practice area and he credits his engineering background as key to his success.

Adrian commented, "My engineering experience was a great foundation for working in consulting and my scientific background was the base for developing a sector focus in life sciences and healthcare." Since joining EY in 2012, Adrian has been building the Life Sciences and Healthcare Transaction Advisory Practice, which now includes a staff of twenty. He is promoting cross-functional working across a range of disciplines within EY to harness the deep sector expertise that exists in the business and has helped the business to grow at over 20% per annum.





Restructuring Procter & Gamble in Southeast Asia

2000-2001: Jo led a project team of 160 people to restructure Procter & Gamble's headquarters, manufacturing and distribution operations in Thailand and Indonesia, in support of significant unit output improvements as well as multi-million dollar cost savings. The results also included improving on-time delivery service performance from 97% to 99.8%.

Jo Hallas

Business Group Director, Spectris plc
Non-Executive Director, Norcros plc

MBA Year: 2003

Jo began her career as a sponsored engineer with Thorn EMI Electronics, but after working during holidays as an Outward Bound Tutor, Jo realised that she wanted to apply her engineering problem solving skills to broader challenges of enabling people and businesses to achieve their potential. After graduating from Cambridge University with an Electronic Engineering degree, Jo joined Procter & Gamble, spending the following ten years living and working in Germany, the USA, Thailand and the Netherlands, leading various business improvement initiatives.

Completing her MBA at INSEAD in 2003 with the help of Sainsbury Management Fellows, Jo chose to capitalise on her broad range of generalist business experience at P&G and joined Bosch to co-lead its Lawn and Garden products business unit and helped to drive a significant turnaround, growing revenues and profits. During a maternity break, she acted as business coach for two general managers running social sector initiatives before returning to work full time to run the Invensys Residential Controls business, a successful unit that needed focused investment to enable it to deliver improved performance.

In 2012, in parallel to her executive role, Jo was appointed Non-Executive Director and Chair of the Remuneration Committee for Norcros plc. In May 2014, Jo will join Spectris plc as Business Group Director, with responsibility for its In-line Instrumentation and Industrial Controls segments, comprising eight businesses with a combined turnover of almost £500 million. Jo has been a Sainsbury Management Fellows' mentor for many years and was previously a member of the SMF Executive Committee.



Business Process Outsourcing

2002: Jo participated in an executive study on how best to "monetise" Procter & Gamble's Global Business Services (GBS) organisation. Jo led various pieces of pilot study work to assess the market value of the organisation. She then led the offer package development, due diligence and transition planning to outsource one of the GBS divisions (850 people), leading to a \$3 billion outsourcing deal with Hewlett Packard.



Lawn & Garden Turnaround

2005-2007: Jo was one of a three person Board leading the worldwide Bosch Lawn & Garden Business Unit. The Board identified performance issues and developed and executed a strategy to turn the business around, achieving sales growth of 18% per annum and average profit improvement of seven percentage points per annum. This resulted in key targets being met one year in advance. The main elements of the programme included new product launches, elimination/turnaround of loss-making products and a focused control of logistics costs.

Driving Growth in Residential Controls

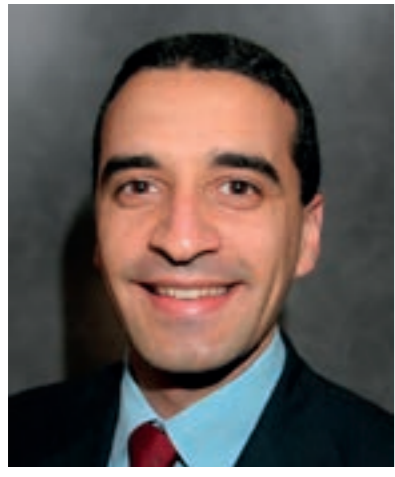


2009-2014: Invensys Residential Controls is a global business focused primarily on domestic heating control products under the leading brands of Drayton, Eberle and Robertshaw. As General Manager of the business, Jo developed and implemented a growth strategy centred on three major campaigns and underpinned by a programme of organisation development.

Under Jo's leadership, Invensys Residential Controls has:

- Strengthened the core markets of UK and Germany by instituting strategic key account management and better aligning sales and marketing. Results included re-securing a major contract as sole supplier for three years, which had been at risk after a highly contested tender.
- Revitalised the product portfolio which included establishing fundamental product development processes, building up the engineering team, developing clear product line strategies and the associated product roadmaps, and executing these plans to launch leading products. This enabled the company to deliver a new product line from concept to launch in ten months, and also to launch a full suite of next generation heating controls for the UK market.
- Expanded geographically, by penetrating the wholesaler channels in France and Eastern Europe as well as replacing distributors with an own sales team in Austria, Switzerland and Benelux to have greater focus in those markets. Results have been double-digit growth in these new channels, in particular securing national listings in France and Eastern Europe with major wholesalers.

In parallel to driving the business growth strategy, Jo focused on improving organisation capability and employee engagement, including a complete refurbishment of the headquarters and UK manufacturing site to produce a customer-oriented facility and a significantly more pleasant working environment.



Karim El Hamel

General Manager and Board Member, Ficoso, Turkey
Co-founder of PocketCultures

MBA Year: 2005

An enthusiastic Aerospace Engineer, Karim El Hamel works for the Turkish division of FICOSA, a leading global Automotive and Electronics supplier. He is also Chairman of the Turkey Region of TEAM (Association of TOYOTA European Manufacturers) and the Leader of the Pan-European Educational Committee of TEAM.

Karim co-founded PocketCultures in 2007, a not-for-profit online business that connects local cultures from all over the world through smart phones, and PocketButiks, its affiliated e-shop of local handcrafts.

Karim aims to provide his teams with the skills to lead a learning organisation, a company that facilitates the learning of its members and continuously transforms itself – which he considers the ultimate sustainable competitive advantage of any venture. He also believes that seeking an overall positive social impact (either directly or indirectly) should be a key objective of any business.

Jobs created: over 1,000

LinkedIn:

www.linkedin.com/in/karimelhamel

Twitter: @kar3h



Engineering Skills Support Evolution of Aero-Engine Design, Deployment of World-Class Lean Manufacturing across Europe, and Creation of Not-for-Profit e-Business

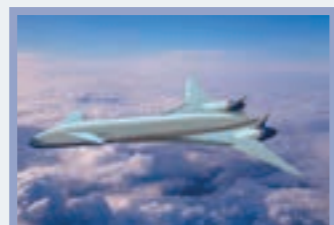


Leading Engineering Projects at Rolls-Royce plc

1999: Karim joined the Advanced Propulsion Design Department of Rolls-Royce Aerospace, and led projects such as part of the Airbus A380 engine design and the concept team of the Boeing Near Sonic Cruiser Engine Programme. He filed engineering patents and was eventually selected as part of the fast-track Rolls-Royce Engineering Leadership Group.

Moving to the USA in 2002, Karim was Cost Team Leader for the RB524 gas turbine produced by Rolls-Royce Energy. Building on his technical background he formed a team across engineering, purchasing, manufacturing, developing a cost culture and generating an unprecedented 5% cost savings which helped to turn around the profits of the Energy Business Unit.

In 2003 Karim moved to Rolls-Royce Defence in the UK to lead the team responsible for the worldwide service of Pegasus, the engine



of the vertical take-off military jet Harrier. Karim commented on his time at Rolls-Royce, "Not only studying but also practising engineering in one of the worlds' leading companies is a valuable foundation for business management. I had the chance to evaluate (and improve) the outcome of my work in complex environments, and I had early exposure to inspiring role models."

PocketCultures.com Brings Worldwide Awareness and Understanding

2007: Together with two partners, Karim founded PocketCultures, a UK based online not-for-profit organisation which aims to increase connections, awareness and understanding between different cultures.

Karim says, "The best way to learn about life in different countries is to go there and see for oneself - talk to people from that country. I believe the view from the inside is often quite different to what we see from the outside, and often it is much more interesting." As travelling abroad is not always possible, PocketCultures provides a place where people can go to find out what life is really like in different countries through the input of thirty regional contributors. Readers worldwide now participate in the discussions which take place on the site.

Thanks to the team and the support of the Sainsbury Management Fellows' Network on e-marketing, PocketCultures now has 50,000 unique visitors per month and its content has been reproduced in mainstream publications such as Lonely Planet and Oxford University Press textbooks. It also publishes periodical free teaching

material such as the electronic book "Games for Kids of the World."

With growth came the need to increase revenues to support the costs of the organisation and in 2012 PocketButiks was launched, an online shop for handcrafts such as hand-made carpets, silk scarves and prints, which are shipped directly from the original shop for a Fairtrade price.



Trebling Organic Growth in FICOSA Turkey

2007: After completing his MBA at IESE, Karim was appointed General Manager of the Turkish subsidiary of FICOSA, a world leading automotive and electronics company. Through change management and the establishment of a team consented mid-term strategy based on quality and cost-effective customer service, the yearly sales of the company grew from \$40 million to \$120 million, and generated orders of \$700 million.



Championing Lean Manufacturing Education

2011: Since his MBA studies, Karim had considered Toyota as a world manufacturing benchmark and, with his team, approached Toyota to develop a closer partnership.

In 2011, while continuing his role in FICOSA, he was appointed by TOYOTA as Regional Chairman of TEAM, the association of Toyota European Manufacturers which runs an intense monthly activity across suppliers. In 2014 he was also appointed Leader of the TEAM Educational Committee, responsible for giving exposure to Toyota Production System to Toyota suppliers across the UK, central Europe and Turkey.



Graham Hastie

Managing Director,
Bellfield Consulting

MBA Year: 1995

Graham started his career as a Development Engineer with British Telecom and Robert Bosch before he completed his MBA at INSEAD in Fontainebleau.

After graduation he went to McKinsey & Company for seven years, helping FTSE 100 companies with issues of strategy, organisation and operations. On leaving McKinsey, Graham joined London Business School, first as Director of Career Services and then as Strategy Director.

Six years later, Graham founded Bellfield Consulting to provide strategy, marketing, operations and rankings advice to the global higher education sector. His work includes projects for five of the top ten European business schools as well as many top ranked universities in Europe and the Middle East.

Graham is President of the INSEAD Alumni Association UK, a regular speaker on business school rankings, and has participated in the Sainsbury Management Fellows' mentoring scheme for many years.

LinkedIn: uk.linkedin.com/pub/graham-hastie/0/2b7/840/



Developing McKinsey's Global Recruiting

1995: Whilst at McKinsey Graham was deployed on a wide range of projects from implementing a major turnaround and merger at a large UK insurance company to developing a new global organisation structure for a multi-billion dollar business unit of a major oil company.

In addition to these commercial responsibilities, Graham co-led McKinsey's recruitment programme of new graduates from INSEAD and developed assessment techniques to change the way that McKinsey assesses and recruits new talent.



Expanding Sainsbury Management Fellows' International Business School List

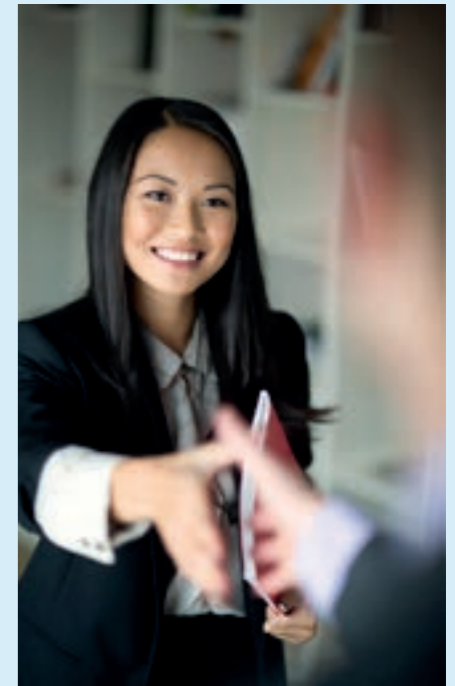
1997: The Gatsby Charitable Foundation and the Royal Academy of Engineering wanted to ensure that the list of business schools included in the Sainsbury Management Fellows' scheme would afford the best international business education to Fellows.

They asked Graham and Dr David Lindley, a Fellow of the Royal Academy of Engineering to undertake this project. Graham took a sabbatical from McKinsey and visited fifteen schools around the world, spending two to three days at each school, over three months. The result of this review was that the business school list was expanded to include North American business schools such as Harvard and Columbia and the selection of European schools was rationalised.

Boosting Post-Graduation Employment at London Business School to Top of the Leader Board

2003: When Graham joined London Business School as Director of Career Services, the rate of employment for students within three months of finishing was just 65%, the lowest of the top ten business schools.

Graham completely reorganised the department to focus on marketing, developing and connecting talented students with employers. He built a world class business development team and initiated a Career Skills Development Programme which became a compulsory part of the curriculum. This included sessions on self-assessment, career planning, writing a CV and cover letter, "how to tell your story" coaching, interview skills and salary negotiation. Within three years, Graham had pushed the percentage of students employed to 97%, the highest rate of employment out of all top ten business schools.



Succeeding in Strategy and Fundraising at London Business School



2006: Graham was appointed as Strategy Director for London Business School. In this role, Graham was responsible for school strategy, strategic projects, communications and rankings. He also co-led fundraising, communications and marketing on an interim basis.

During this challenging period, Graham was involved in a host of initiatives. He helped to create and launch a pre-experience Masters in Management degree, which provides a business education for students before they enter the workforce. Graham was involved in the creation of London Business School's Campus in Dubai, developing relationships with clients in the Middle East. He was also part of a team that created a flexible MBA – enabling students to decide how long a course of study they would

take, with options of fifteen, eighteen or twenty-one months. This gave students flexibility as to when they entered the job market and also allowed companies to have access to graduates all year round.

Whilst Graham led these activities, London Business School achieved the number one position three years running in the Financial Times' MBA rankings and the school had its best ever year of fundraising, taking in £10 million.

Establishing Bellfield Consulting to Assist World Class Clients in Higher Education

2009: After leaving London Business School, Graham had many requests from business schools all over the world which were seeking help to develop strategies to improve their business performance.

Graham's experience at McKinsey and London Business School was immediately transferrable and Bellfield Consulting was born. He has since worked for several world class business schools including both LBS and INSEAD and has been involved in work with other education sector partners. He most recently helped GMAC, the company which provides the GMAT exams, to develop its strategy for North America and Africa and to think about new business opportunities.

Graham credits his success to his engineering training. He commented, "Engineering taught me problem solving and analytical skills. This has been very helpful in solving business problems, especially creating recommendations based upon facts and analysis of data. The practice of engineering involves close attention to detail which is important in all aspects of business."



Michael Hill

Vice Chairman, Barclays Bank PLC
Non-Executive Director, First Care

MBA Year: 1992

At age 16 Michael saw an engineer on television who had studied at Harvard and was a CEO of a UK company and aspired to be like him.

Michael gained an undergraduate Masters Degree in Engineering Science at Oxford and then an MBA at INSEAD. The following year he joined Goldman Sachs & Co as an Associate in Corporate Finance, advising US and European clients on raising equity and debt capital in the US capital markets.

Michael held several senior posts at Goldman Sachs, including Vice President of Mergers & Acquisitions. He rose through the ranks becoming Managing Director of Goldman Sachs International where he was responsible for advising European healthcare companies on business development and worked on major deals including the merger of Glaxowellcome and Smithkline Beecham.

Michael then took on the role of Managing Director at Citigroup and ultimately co-headed the Healthcare and Consumer Banking Groups.

Today, Michael is Vice Chairman at Barclays, where amongst other things, he is involved in developing and delivering the bank's Community Investment Strategy.

UK jobs created: 60



Reducing Absences Through Sickness Boosts Start-Up

2004: Three quarters of absences through sick leave is unrelated to actual illness. Measuring absences from work due to sickness reveals a wealth of information (not least how some management styles increase staff absenteeism) which enables managers to re-deploy staff to cover absences and tackle problems that cause high levels of absenteeism.

Whilst working at Goldman Sachs, Michael supported a colleague to start-up the business, First Care, with investment to develop an absence and sickness management system to help organisations with multiple sites and large numbers of staff reduce absenteeism. Michael helped to develop the business concept and has been First Care's Non-Executive Director for the last 10 years.

First Care is at the forefront of absence and sickness management – the company helps to reduce absence by 30% per annum, significantly improving business performance. Today the company employs 60 people and has a turnover of £5 million per annum.



Building a Healthy Investment Banking Business

2004-2011: As Managing Director at Citigroup, Michael built up investment banking for the healthcare division which advises hospitals, pharmaceutical, biotech and medtech companies how to build their businesses through acquisition, capital investment or access to new markets.

The growth strategy for Citigroup's healthcare division involved merging various internal businesses, including investment and corporate banking, and hiring a dynamic team to take the business forward. This resulted in revenues of \$1 billion per annum.



Charity Begins at Home and at Work

2011 to present: Michael is active in the development and implementation of Barclays' Community Investment Programme which deploys funds to local charities to bring about positive social change.

Having grown up in a deprived inner city, Michael is an exponent of investment in inner cities in order to give people new opportunities. He feels fortunate to have benefited from university education and won a Sainsbury Management Fellowship MBA scholarship. Michael said, "The MBA opened my eyes – before that I was focused on engineering roles, had limited cultural awareness and a narrow view of career options. I would never have gone into investment banking without the MBA."

Michael is the investment banking representative on Barclays' Community Investment Committee, which is developing the strategy for supporting local charities – projects that make a demonstrable impact on local communities receive funding.

In addition, Michael and his committee members work with the charities supported by the bank to execute the development plans.

Michael works with St Giles Trust which helps former prisoners to integrate back into society. According to research, 80% of ex-offenders who do not receive support return to prison within eighteen months of release. St Giles has an astonishing record of helping 80% of its clients start a new life.

Going back to his roots in Walsall, Michael has supported his old school – Queen Mary's Grammar School – for over fifteen years by providing practical assistance and financial support for a variety of initiatives including social entrepreneurial programmes, for example, funding a student enterprise that provides IT/computer lessons to senior citizens.



Mark Johnson

Leader of Marine Innovation,
Raymarine

MBA Year: 1998

Even before Mark Johnson took his MBA at INSEAD in 1998, he had already started his entrepreneurial venture, Tacktick, employing his background in Electronics Engineering to design, market and manufacture performance sailboat electronics. Gaining the necessary business skills at INSEAD, Mark grew Tacktick into a global business which eventually became part of Raymarine, world leader in autopilot technology, in 2009. Currently Mark is leading innovation at Raymarine, which is based in the UK. "On a roll" with a series of new technologies, Mark is helping Raymarine to forge its own pathway, filing patents to protect the IP generated as the projects advance.

Mark attributes his success to his engineering background and the valuable knowledge gained on his MBA. He commented, "Understanding balance sheets, learning what marketing is all about – building value and quality margins. Not aiming for the lowest price, these are just some of the highlights of what I learned on the MBA course. My career would have been very different without the MBA."

Wealth created for the UK economy for companies led: £2.5 million

LinkedIn:
www.linkedin.com/in/markjohnson8



Start Up from Scratch to Global Player

1997: Mark created Tacktick jointly with his brother Clive, each putting in £10,000 of capital. They rapidly grew the distribution network to give global reach, and used profits from sales to internally fund development. Technology and innovation were the cornerstone; Tacktick's products were unique and were able to command sufficient price premium to give 60% gross margin despite their niche scale. The home grown technologies which propelled Tacktick were ultra-low power electronics, a proprietary wireless protocol, and low-cost hermetic sealing. By 2009 the company had grown to £2.5 million and had technology which was the envy of competitors, all of which are global companies worth more than £200 million.



Launching an Industry First – Solar Powered Digital Compass for Sailboats

1998: With a substantial chunk of sweat equity, Tacktick was able to design, tool, and launch the world's first solar powered digital compass for sailboats. These compasses were used onboard the sailboats in the 2004 Summer Olympics and has won many industry honours.

2007 Queens Award for Enterprise and Innovation (Micronet)	2005 IPC Media Awards - Marine Product of the year - Electronics Winner (Micronet)	2004 IBEX - Innovation Award Winner (Power Boat Wind)
2003 DAME - Overall Winner (Micronet mn100R range)	2001 DAME - Honourable Mention - Marine electronics category (Micro Compass)	1999 DAME - Honourable Mention - Marine electronics category (Race Master)



Innovation requires confidence and boldness, but also caution – users are generally reluctant adopters unless the benefits are absolutely clear to them. It's not technological innovation that really counts in business, but value innovation – offering more valuable solutions for people, which cost less to deliver. So technology must be directed to value innovation, which needs to be achieved in parallel with fast time-to-market and product robustness. To deliver all three, I put emphasis on platforms, high level design tools, and automated testing. Innovation needs to be achieved in parallel with improved time to market and product robustness. It's exciting to be at the forefront of technology, and to be applying new technology to products which are going to market at a fast pace.

Mark Johnson

Smooth Transition to Raymarine

Tacktick was sold and it is now fully integrated with Raymarine, a company based in the UK where the products and technologies continue to provide value to customers and jobs to UK employees. Mark had engineered the products to a level such that they could be dropped into Raymarine's product portfolio with little more than a logo change. Mark's engineering skills came into play to make this transition virtually seamless. All of Tacktick's products had precise documentation for design and manufacturing specifications which were virtually "dropped into" Raymarine's production.

Inventing Another Industry First – An "Out of the Box" Autopilot

2013: Although Raymarine had been a world leader in autopilot technology for decades, the company wanted to take the next leap forward – to eliminate the setup when matching an autopilot to a boat. Up to now, installing an autopilot on a boat required a professional. Turning to his engineering contacts, Mark identified and applied the very latest in control system engineering, and last year, Raymarine successfully launched the Evolution Autopilot. Now, for the first time ever, mariners can take the Evolution Autopilot out of the box and within a second or so, it self-installs, eliminating the need for complicated set up and calibration. And the result? Mark commented, "The prizes continue to roll in, customers and dealers are happy, and after sales issues are at an all-time low."





Maintaining Operations in Afghanistan

1998: Straight out of INSEAD, Grant went to Taliban controlled Afghanistan as the National Administrator for Médecins Sans Frontières (MSF) responsible for managing all aspects of human resources (sixteen expatriates and 400 national staff) and finance to support four medical programmes in different parts of the country.

He coordinated the evacuation of MSF staff after the Ghost bombing (August 1998 – American cruise missile strikes on terrorist bases in Afghanistan) and led the subsequent exploratory mission to re-launch operations being the first international agency to return to the country after the evacuation of all international personnel.



Grant Leaity

Regional Chief of Emergency, UNICEF in West and Central Africa

MBA Year: 1997

Grant was born in South Africa and came to the UK in 1985 to study for a PhD in Mechanical Engineering at Cambridge University. However, his homeland and concern for people in need were never far from his thoughts; during this time he created a fund for South African Education that distributed funds to selected educational organisations in rural and urban South Africa.

After spending five years at Shell UK's Stanlow Refinery, managing maintenance and operations, Grant became a Sainsbury Management Fellow and completed his MBA at INSEAD. Except for a brief spell working for General Electric from 2002 to 2005, Grant has since been following his passion to help others, working for Médecins Sans Frontières (MSF) and UNICEF. Grant commented on how his engineering background has helped him to succeed in the humanitarian world, "Project management and risk management bring a structured approach to running operations and managing risk in high threat and unstable situations."

LinkedIn:
www.linkedin.com/pub/grant-leaity/1/503/88a

Twitter: @grant_leaity



Getting Humanitarian Relief in to Conflict Zones



Civilian populations trapped in conflict zones are usually faced with dire shortages of food and medicine, the collapse of basic social services and grave violations against women and children by armed groups. It is critical to get emergency teams on the ground to assess the situation and determine whether it is possible to bring in life-saving relief operations.

2000: Grant went to the Democratic Republic of Congo with Médecins Sans Frontières as Emergency Logistician, to the equatorial region controlled by the MLC rebel group.

Reactions to the "exploratory mission" were hostile from people and the authorities that had seen several agencies come and go never to be seen again. High levels of malnutrition, malaria and a measles epidemic were encountered in a zone where people were trapped between the frontline to the south and the Congo River, which was dangerous to cross due to aerial bombardment. Grant led an emergency operation with the arrival of fifty metric tonnes of medicines, equipment, cars and staff only four days after completion of the assessment.

Getting supplies to the end destination required a strong field logistics team, which Grant managed including the rehabilitation of bridges and a missionary landing strip. An emergency vaccination campaign was carried out and basic health services provided to bring a lifeline to some 20,000 people.

2006: As Country Director for Médecins Sans Frontières in Colombia, Grant ran a medical and psychological programme for victims of armed conflict and internally displaced people.

As the main towns became progressively secured, the state health system became accessible to a growing part of the population, and MSF focused increasingly on zones under the control of the guerrilla and/or the paramilitary forces that were off limits to the state.

Grant managed significant reorientation of activities, including closure of existing programmes to open projects in new hotspots (Guaviare, Canyon of Las Hermosas and Buenaventura). He also introduced new programme activities focused on response to rapid onset emergencies (avalanche, volcanic eruption, floods, mass displacements and populations trapped in conflict zone), neglected diseases including malaria, leishmaniasis, victims of sexual violence and referrals of complex cases and mental healthcare.

His team grew from five to thirteen expatriates and twenty-five to sixty-five national staff and budget increased from \$1 million to \$3 million per annum.

Adapting Programmes to Radical Change

2005: As the Field Coordinator responsible for medico-psychosocial programme to support victims of violence across the Gaza Strip (five expatriates and twenty national staff), Grant worked with the team to adjust programmes following the disengagement of Israeli settlements and military presence and ensuing internal conflict around the 2006 elections.

The departure suddenly improved access to the various sectors of the strip and left a vacuum leading to significant in-fighting and insecurity. Bedouin villages close to the border were increasingly exposed to bombardment by Israeli troops in retaliation to Palestinian militant groups firing rockets into Israel: civilians under fire on both sides. Grant established satellite clinics close to no-go zones under Israeli bombardment, led teams of medics and psychologists into the no-go zones and facilitated the entry of vital medicines for the emergency wards of the Ministry of Health (under embargo following the election of Hamas).

2010-2014: As Regional Chief of Emergency for UNICEF in West and Central Africa, Grant coordinates support and oversight of humanitarian action across the twenty-four country offices in an emergency prone region.

Over one million children under five years old suffer from severe acute malnutrition in the Sahel every year, which can be treated by administering therapeutic foods and in-patient care for cases with medical complications. The northern part of Mali was taken over by jihadist groups and the government was subsequently toppled by a coup d'état. What started as a very large-scale drought relief programme had rapidly transformed into a complex emergency operation. Partner teams were working in a high-risk environment and the rapid progress of jihadist groups led to the deployment of African peacekeeping forces and subsequently French troops. UNICEF is now implementing strategies developed to build the resilience of communities in this region, to reduce the impact of recurring and chronic emergencies.

Most recently Grant deployed to Central African Republic to support emergency response in a country suddenly faced with a conflict that has degenerated into widespread ethnic cleansing and the total collapse of the state.





Building a Worldwide Business and Understanding in Innovation and Environmental Policy

1989: Spotting a need for environmental consulting in the energy sector, Chris co-founded Paras Ltd, which grew rapidly to become the global leader in the provision of environmental design criteria for the offshore oil and gas industry. Paras had offices in Houston, London, The Hague, South Africa, Sydney and Kuala Lumpur, advising the oil and gas, pharmaceutical and shipping industries in innovation management, environmental policy and discovery processes. Chris led the development and management buy-out of the business in 1991, finally selling his stake in Paras in 2007. The practice has continued to grow in the hands of public and private companies and now employs hundreds of engineers in the UK and overseas.

Chris Martin

VP AstraZeneca MedImmune
Non-Executive Directorships:
RCM Technology Trust PLC
ADC Therapeutics Sarl
The Rainbow Seed Fund
Xenva Ltd

MBA Year: 1989

Chris completed his MBA at IMI (now IMD) and is an entrepreneur, successfully growing businesses in the UK and abroad in the medical technology, energy and environmental sectors. He contributes at board level in technology fund management in the seed, venture and public capital markets. He plays an active role in the UK economy's exploitation of science and technology from bench to market.

Chris is a trustee of a number of charities including Chair of the Board of Governors of Ryde School, where he has a particular interest in promoting science education and especially women in science and technology. Chris has participated in the Sainsbury Management Fellows' mentoring scheme for over twenty years.

Wealth created for the world economy for companies led: in excess of \$800 million
Jobs created: 450

LinkedIn:
uk.linkedin.com/in/chrismartinxenva



“Patient Capital” Achieves Innovative Results and Returns

1997: Xenva Ltd, a private seed capital company, was created from the proceeds of the sale of Paras. This company has founded over ten science based companies with overall cash on cash multiples in excess of five, delivered across the portfolio to its main investors.

The companies supported include the first direct to consumer genetic testing company, Sciona Inc, a precursor to 23andme, Spirogen Ltd and Crescent Diagnostics Ltd. Chris brought fellow SMF Ernie Poku on board at Sciona Inc and later Ernie was founding CEO of Crescent.

Xenva Ltd has shown that with patient capital, attractive returns can be

derived from UK university based science spin-out companies and through this many high quality jobs can be created with a considerable net contribution to the UK economy. In aggregate companies founded by Xenva Ltd are valued today in excess of \$800 million. It is estimated that around 450 jobs have been created thus far.

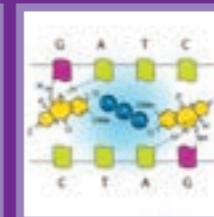


Bringing Novel Anti-Cancer Drugs to Clinical Trials

2000: Chris co-founded Spirogen Ltd which enabled the development of a novel anti-cancer drug technology. Cancer Research UK had funded research at UCL and Nottingham University and was unable to fully fund further development.

Chris wrote a business plan and raised the seed capital necessary to continue this vital research. As CEO of Spirogen, Chris managed the company, licensing the technology to Genentech, AstraZeneca, Seattle Genetics and other leading pharmaceutical companies. In 2012, a second company, ADC Therapeutics Sarl, of which Chris was a founding director, was spun out to develop a pipeline of ten antibody drug conjugates. In October 2013 Spirogen was sold to AstraZeneca for \$440 million. Today, over twenty anti-cancer drugs based on Spirogen's technology are at various stages of clinical and pre-clinical development.

Chris credits the combination of his engineering, scientific and business education for his success: “In all of these roles, my understanding of the underlying science, the process of innovation, engineering application in the resulting products and services, and a knowledge of finance and markets have been fundamental. Without my training in these areas I could not have succeeded in leading these businesses.”



ADC
THERAPEUTICS



Andy Phillipps

Serial entrepreneur Andy Phillipps is now Chairman and/or non-exec director of Yplan (Tonight's Going Out App), Reevo (enterprise social commerce solutions), i2o Water (providing control and network optimisation for water utilities) and Greentraveller (more fun and less carbon). He also regularly teaches entrepreneurship at LBS and INSEAD business schools, is a member of Ashoka and works with Cando Coffee (providing great coffee and helping disadvantaged people back into the work place).

MBA Year: 1999

Since 2006, Andy has taught entrepreneurship at LBS and INSEAD business schools. The discipline of the academic institutions has forced him to maintain a focus on learning, challenge many of his own beliefs and also develop new skills in the classroom. Many of the students have gone on to set up their own businesses.

Andy aims to provide an accurate and informative picture of what running a business is like so that students can make the most appropriate decision for their future, and not lose too much money!

Andy is also keen to stress the much under-rated role of luck in successful ventures.

UK jobs created: over 3,000



Engineering the World's Largest Hotel Booking Group

Booking.com

\$161 Million in Just Five Years

1999: In the midst of the dotcom hype, Andy finished his MBA at INSEAD and set up an online hotel booking company, Active Hotels, in Cambridge, UK with co-founder Adrian Critchlow.

Building on many of the lessons learned from his MBA, Andy and Adrian (both engineers), established critical partnerships and raised £400,000 to launch the business and develop the team.

Despite the subsequent crash of the stock market, the gulf war, SARS and foot and mouth epidemics, the business expanded to become the largest online hotel booking company in Europe.

2004: Active Hotels was sold for \$161 million to Priceline.com and was almost unique amongst dotcoms at the time for making significant profits.

Andy was appointed CEO of Priceline's non US businesses and led the subsequent merger of businesses to form Booking.com.

Booking.com is now the largest and most profitable hotel booking company in the world.



Engineering 'Know How' Creates a World Class Business

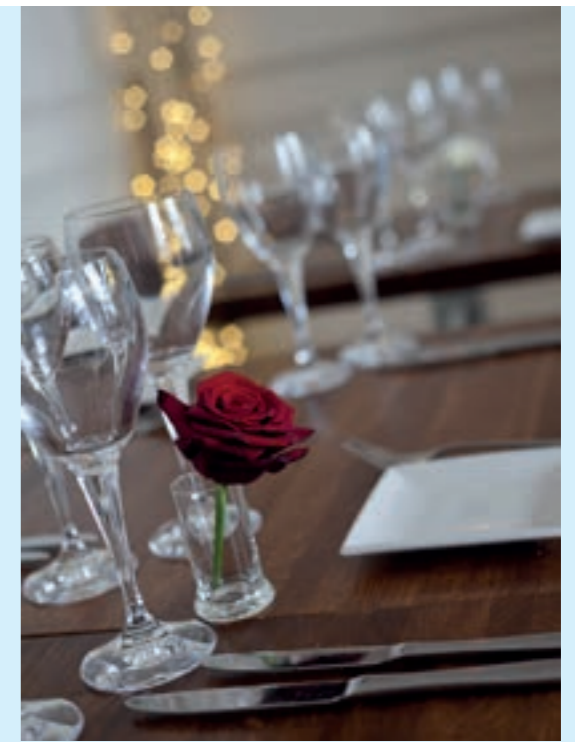
1999: Andy Phillipps and Adrian Critchlow recruited and maintained a world class team. The first recruit, Dr Matthew Witt, was instrumental to their success. As an engineer who had worked in manufacturing, he brought the same thinking to the web and led the focus on process optimisation that enabled high conversion rates and excellent gross margins. The team subsequently persuaded the former MD of the largest hotel booking company in the world to join the Active Hotels board and recruited seven PhDs to the development team, maintaining a balance of skill sets throughout the company and the boardroom.

For three years in a row the company was recognised as a Sunday Times Best Employer at the same time as being recognised as the fastest growing technology company in the UK by Deloitte.

The skills and experience of the team were key drivers of success as was the policy to make every member of the UK team a shareholder in the business.

A ruthless focus on process improvement led to high conversion rates and high gross margins. This enabled very high growth rates both within the UK and internationally and enabled effective new customer acquisition and marketing channels to be maximised.

In parallel, these processes also enabled fulfillment of bookings at hotels traditionally considered uneconomic to service by hotel booking companies. The application of analysis by a team of PhDs and engineers helped develop much of the infrastructure and channel.



Toptable Takes Over Europe

2004: Andy joined Toptable as chairman and subsequently bought into the business. The team at Toptable, led by Karen Hanton, grew Toptable to become the largest online restaurant booking company in Europe, processing over £200 million worth of transactions per annum. The company was sold in 2010 to a US competitor, Opentable. Andy has also invested and joined the board of i2o Water (helps water companies manage their networks effectively and reduce water leakage), Reevo, Greentraveller (provides inspiring holidays with a low carbon footprint) and Yplan (Tonight's Going Out App).



toptable.com

greentraveller reevo



Ernie Poku

Asset Manager, Ophir Energy

MBA Year: 2001

Ernie graduated from Bristol University with a degree in Mechanical Engineering and began working as a Drilling Engineer for British Gas Exploration and Production. He later formed his own consultancy, running the technical and commercial aspects of multi-million dollar oil exploration projects for major oil companies, introducing cost saving technologies which resulted in savings of 20% for his customers, Shell and BP.

After completing his MBA at Erasmus in 2001, Ernie joined fellow SMF Chris Martin to work in a number of healthcare start-ups, working as Business Director for Sciona from 2001-2005, as CEO for Isohelix in 2003 and as CEO for Crescent Diagnostics in 2004. Ernie went to Africa in 2013 running an engineering SME which also helped to train young people to be technicians and engineers and more recently as Country General Manager for Ophir Energy. Ernie was President of the Sainsbury Management Fellows from 2008-2010 and has been an SMF mentor to young engineering students for many years.

On his return to the UK in 2014 Ernie took up the position of Asset Manager for Ophir Energy with profit and loss responsibility for activities in West Africa. He is responsible for setting budgets and strategy for exploration, drilling engineering, corporate social responsibility, commercial agreements, government relations and health and safety issues in-country and reporting on the strategy and outcomes to the executive committee.

LinkedIn: www.linkedin.com/in/erniep



Starting-up, Developing and Selling a Successful Medical Device Company

2003:Ernie identified a spin-out opportunity for a new technology to collect DNA, raised private funding and developed the first products and design patents.

Isohelix rapidly grew to six figure sales and was sold in 2007, three years after start-up. Ernie's engineering skills helped him to design the product and secure the first design patents, while his MBA knowledge of finance helped him secure the funding to keep the development going. Today, the business is thriving – exporting products all over the world.

Successful Start-up and Fundraising for a New Medical Diagnostic Company

2004: Ernie founded Crescent Diagnostics, a company which started as a university spin-out and developed novel applications to predict fracture risk.

In 2010 the company won the Gold Award in the Innovation, Research and Commercialisation category at the Medical Technology Industry Excellence Awards.



The company created five jobs in the UK and Ireland and Ernie raised £2 million for the company while CEO. Ernie commented "My engineering skills were an enormous help to me in taking a basic medical technology and converting it into a product which could be applied commercially by the medical community." Ten years on Ernie is a major shareholder of the company and received a PhD from Cranfield University in 2012 for research he conducted whilst at Crescent Diagnostics.



Developing an Engineering SME in West Africa and Supporting Local Training

2012: Whilst working at AOS Orwell, a company which provided engineering services to oil companies, Ernie created twenty extra jobs and doubled the sales of the company with a 90% local workforce, expanding into four national markets in the West Africa region around Ghana.

Ernie's engineering skills helped him to sell the engineering products and his MBA experience helped him to expand the market base.





Graeme Purdy

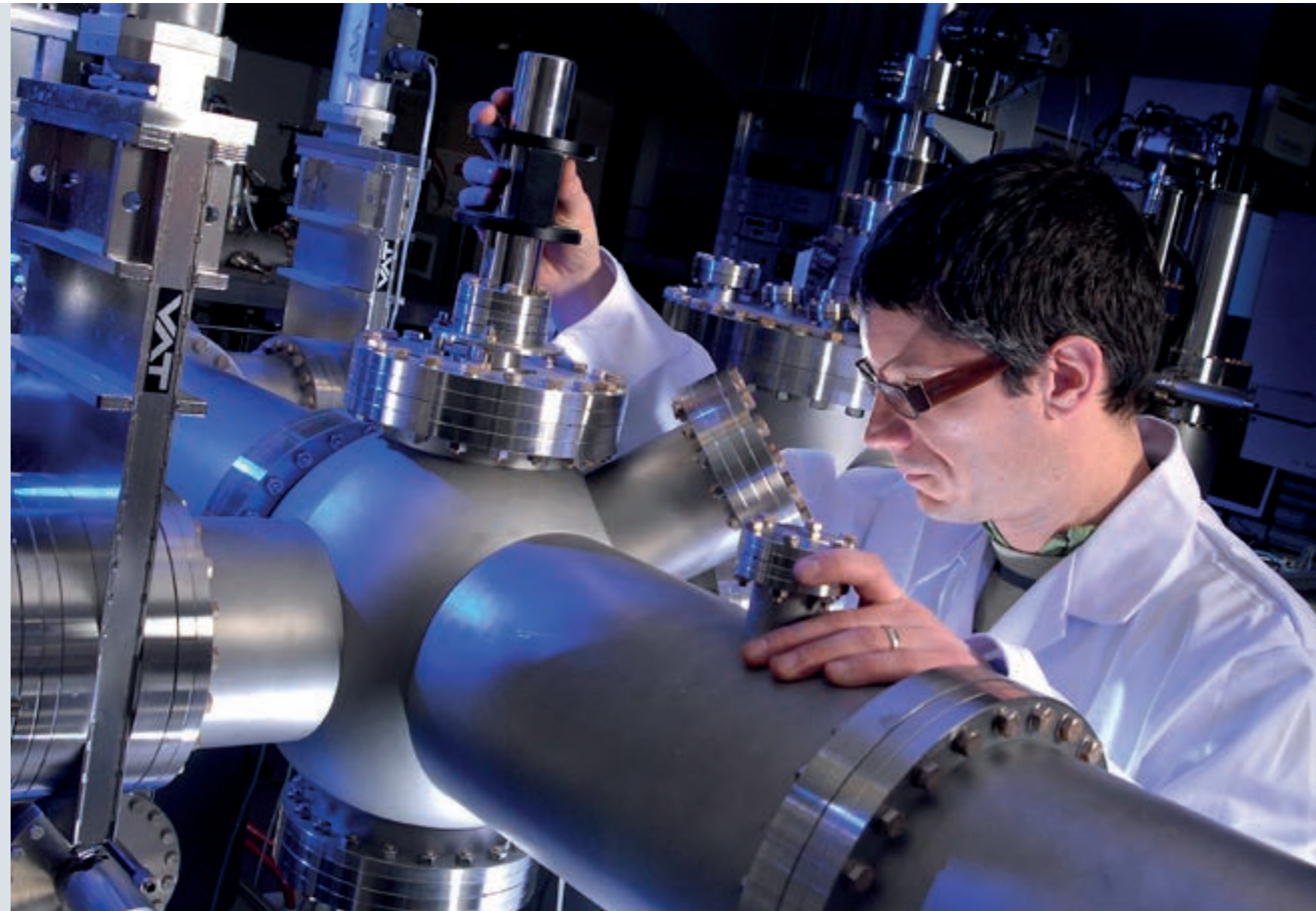
Chief Executive of Ilika plc
Non-executive director of
Southampton Asset Management
(until 2013)

MBA Year: 2000

Since doing his MBA at INSEAD, Graeme Purdy has worked for two technology rich companies where the blend of engineering and scientific skills with commercial orientation gained at business school has resulted in technical credibility with his customer base and development partners.

Graeme has successfully translated leading edge scientific discoveries into commercially successful innovations, taking technology out of the laboratory and into the market place, creating substantial shareholder value along the way.

Wealth created for the UK economy: £40 million
Ilika has 35 granted and 47 pending patents



Raising €50 Million in VC Financing to Secure Spin-out and Development of Avantium BV

2000: Just after business school Graeme joined Avantium, a technology company based in the Netherlands that developed effective catalysts for bulk chemicals and the pharmaceutical industry.

As Chief Operating Officer, he helped to raise €50 million in investment. Putting his MBA skills to practice, Graeme was responsible for marketing and sales, leading a commercial team that built revenues of €7 million in the first year of commercial operations. Avantium has gone from strength to strength and continues today as a game-changing renewable chemicals company with leadership in advanced catalysis R&D.

Concluding the First and only Successful Technology IPO on AIM in the First Half of 2010

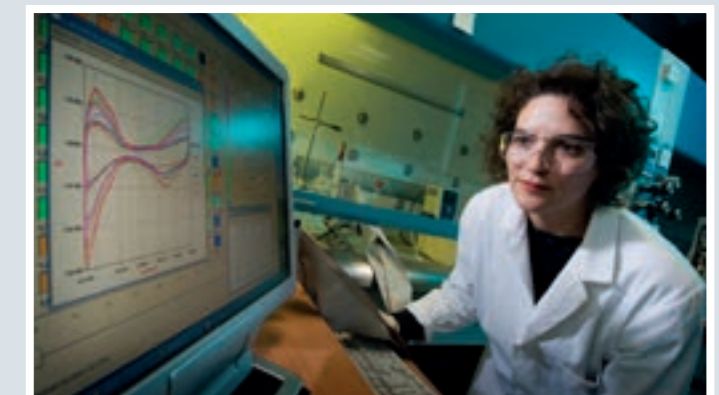
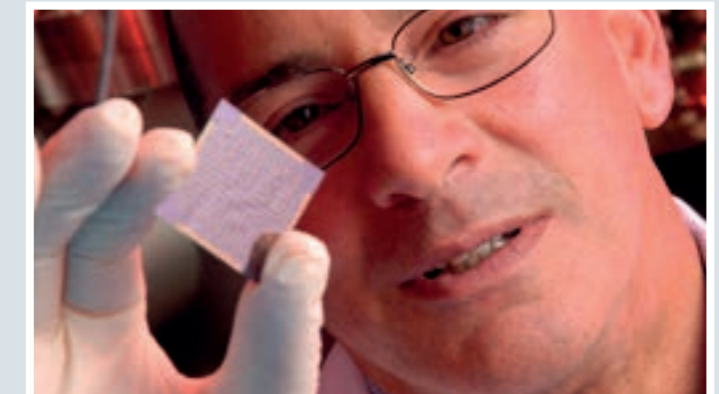
2010: Ilika raised circa £9 million of venture funding in three rounds before floating on the Alternative Investment Market (AIM) of the London Stock Exchange. In 2012, Ilika was voted *University Spin-out of the Year* at the New Energy Awards held in the Science Museum.



Building a Successful Cleantech Technology Company from a University Spin-out

2004: Ilika Technologies was formed as a spin-out from the University of Southampton in 2004. Graeme joined as CEO and the company now employs thirty scientists and engineers at its leading edge facility in Southampton and specialises in the development of materials for energy storage and electronics applications.

Its unique technology platform uses an automated approach to decrease materials development timelines by 10 to 100 times. Most recently, Ilika has become renowned for its solid-state lithium ion battery technology, which is non-flammable, half the size of standard lithium ion batteries and charges six times faster. Initial commercialisation is providing power for distributed sensor networks for application in the "Internet of Things".



Growing Ilika into a Valuable Publicly Traded Company

2014: Today, Ilika has a portfolio of twenty international blue-chip customers including Toyota, Toshiba, Murata and Shell. The company is trading about 40% above IPO price with a market capitalisation of approximately £40 million. Around 90% of the company's revenue comes from overseas, split evenly between Japan, USA and Europe.





Anne Richards

Chief Investment Officer,
Aberdeen Asset Management
Non-executive Director of esure
Member of the Court of Edinburgh University
Member of the UK Digital Skills Task Force

MBA Year: 1992

Anne is the Chief Investment Officer for Aberdeen Asset Management, where she is also a main board director. Anne began her career as a research fellow at CERN, moving into the investment world in 1992 after completing her MBA at INSEAD as a Sainsbury Management Fellow. Her career has included research analysis, portfolio management and global asset allocation. Anne was named as one of the Financial News 100 Women in Finance in 2012, was Funds Europe Awards' European Chief Investment Officer also in 2012 and is a member of the Board of Leaders of 2020 Women on Boards. She also holds a number of non-executive positions, including the insurance company esure, the University of Edinburgh, the Scottish Chamber Orchestra and the Duchy of Lancaster.

Anne graduated with a First Class Honours degree in Electronics and Electrical Engineering from the University of Edinburgh and worked as a software engineer for several years before looking to make the move into business management. She credits SMF as the key enabler to her journey from "backroom to boardroom". Anne commented, "I could not have made the transition to managing portfolios and global asset allocation without taking an MBA, which gave me the necessary management tools. The Sainsbury Management Fellows' scheme facilitated that critical step up and gave me the confidence to lead."

Wealth created for the world economy for companies led: over £4 billion
Jobs created: 1,200

LinkedIn: uk.linkedin.com/in/annerichards1/
Twitter: @AnneRichards16



Steering a Business through Integration and Restructuring

2002: Anne became the Joint Managing Director of a listed investment boutique called Edinburgh Fund Managers following a boardroom coup which left her and the Chief Operating Officer jointly in charge.

The business was in trouble, it was losing clients and in the depths of the stock market rout that followed the collapse of the technology bubble in the early part of the new millennium. Anne and the Chief Operating Officer focused first on the steps needed to stabilise the business, getting costs under control and reassuring all stakeholders, including staff, clients and shareholders, that the company was still viable. They quickly realised that they needed a partner and would have to put the business up for sale. After a complex process, the company was eventually sold to another company in difficulty, Aberdeen, and was restructured significantly in the process. Regrettably, there were job losses, but the combined entity was in a much stronger position than either part could have been alone, and has gone from strength to strength.



Turning Around a Company from Crisis to FTSE 100 Powerhouse

2003: After getting into difficulties in the early part of the "noughties" Aberdeen needed to rethink its strategy. When Anne joined in 2003 the balance sheet was in need of repair and she helped to change the business from a retail to an institutionally-focused model.

Since then, the company has expanded away from being a pure equity house to one with strong capabilities in other areas such as multi asset and alternative investing. Over the last twelve years, based on a very strong team ethos and a creative approach to problem solving, Aberdeen has grown its market capitalisation from £121 million to £4.4 billion, the number of employees from 1,000 to 2,200 and expanded its operations to 25 different countries around the world.



Helping Guide the IPO of esure, the Insurance Company, onto the London Stock Exchange

2012: Anne joined the Board of esure, the insurance company founded by the UK's leading financial services entrepreneur, Peter Wood, as a Non-Executive Director. In what has been quite a difficult period for the insurance industry, esure had a successful IPO and the company has gone on to produce its maiden results as a listed company.

Insurance is a highly competitive industry and one where the efficiency of the manufacturing process is an absolutely vital differentiator - so although the product may not be a physical "widget", the business is essentially a manufacturing one. An engineer's understanding of process and production is therefore, perhaps surprisingly, extremely helpful.

Encouraging Women to Step up to the Board

2010: Anne created Backroom to Boardroom, a series of events aimed at highlighting the benefits of more diversified boards and encouraging more women to put themselves forward for key senior roles. The events are cross-sectoral, including women from the financial, corporate, public and not for profit world, and explore different themes: women in the media, women in sport; and Anne is particularly passionate about women in STEM (Science, Technology, Engineering and Mathematics). Since Anne started the Backroom to Boardroom initiative, a total of thirteen events have been held in Europe, the US and Australia, as well as in the UK, attracting some 650 participants. A further seven events have been scheduled for 2014.





Manufacturing Excellence Programme Improves Business Performance

2005-2006: Richard joined an Anglo American company, Tarmac Concrete Products, as Operations Director where he planned and delivered a game changing improvement in production efficiency of the manufacturing business, returning the business to profit after two years of heavy losses.

This involved uniting the workforce behind a Manufacturing Excellence programme and improving efficiencies by 30% whilst also reducing costs.

Ambitious Recruitment and Training Strategy Helps Drive AECOM's Growth in Europe

2011 to present: Continuing his success in driving growth, Richard joined AECOM, the world's largest design and engineering company, as Managing Director of AECOM Europe Transportation at a time when the whole industry was feeling the impacts of a deep recession.

Richard is well on the way to achieving his goal of making the business line number one in Europe. A core part of the growth plan was a robust recruitment and training drive. One of his earliest decisions was to recruit 100 graduates into the business, a bold move in the middle of the recession. Overall staff numbers have grown significantly in the past year and plans are in place to increase recruitment over the coming months.

The energetic new intake of graduate engineers, working alongside seasoned professionals, breathed new life into the transportation business. The transportation team has been successful in securing major new contracts including flagship projects such as HS2 and Northern Hub.

£15 Million Heathrow Express re-brand Escalates Customer Satisfaction and Growth

2009-2011: As Managing Director of Heathrow Express, Richard re-invented how the company approached its customers which simultaneously improved customer satisfaction and drove strong passenger growth.

Combining marketing strategy learned during his MBA with modern digital and customer decision point marketing, new ways of reaching potential customers to help them use the service were implemented. This resulted in users of Heathrow Express growing 20% in less than two years, after several years of stagnant passenger numbers, whilst spending significantly less on the marketing budget. This delivered a 50% growth in pre-tax earnings in two years.

After ten years transporting millions of passengers to and from Heathrow Airport, and leading the rail industry in levels of service and brand recognition, it was clear to Richard that the brand and service needed a revamp to maintain a leading position. As a result of the strong returns generated from the new marketing strategy,

Richard was able to secure a £15 million investment to refurbish and re-brand the service, securing the premium brand position of Heathrow Express for the future.

The company embarked on the major re-branding exercise within six months, involving the overhaul of rolling stock, a complete upgrade of the fleet to include the latest technology and flight information systems, and features to improve passenger comfort and safety.

The re-branding programme also involved the introduction of new uniforms for staff making them instantly recognisable to customers – all this was complemented by a striking new identity to reflect the premium status of Heathrow Express.

With a 30% uplift in new contracts in two years, the focus on recruiting and training the right staff took the business from being the least profitable AECOM business line in Europe to the most profitable and fastest growing.

The graduate recruitment continues apace, with another 150 set to join AECOM Europe Transportation.

The company also supports school leavers through its apprentice programme. The AECOM Apprenticeship Development and Training Scheme created with Transport for London and an industry apprenticeship consortium, delivers an accredited Advanced Technician Apprenticeship in Civil Engineering. This involved working with the National Apprenticeship Service to develop a course and qualification that delivers a high quality learning experience for students, is of appropriate academic rigour for the civil engineering industry as well as being formally recognised by the industry's professional bodies.

Richard Robinson

Managing Director
Europe Transportation, AECOM

MBA Year: 2003

Richard enjoyed a successful career at ICI Acrylics rising quickly in the organisation to take responsibility for running operations and technical teams in production of Hydrogen Cyanide and associated derivatives. He gained both Chartered Engineer (CEng) and European Engineer (Eurlng) status before embarking on his MBA at HEC Paris and NYU Stern, New York.

After graduating amongst the top 5% in his MBA class, Richard joined Anglo American as Operations Director for Tarmac Concrete Products where he led a rapid improvement in business performance across fifteen sites of the \$200 million turnover business.

Headhunted for his next post, he was appointed CEO at start-up Tickex.com (tickets to live events) and developed the strategy that saw the company increase its customer base to 100,000 in just six months. The growth stimulated an acquisition offer from a strategic buyer after eighteen months, resulting in 200% return on investment on the original \$1.5 million investment.

Next stop was as Managing Director of Operations at BAA's Heathrow Express, where he was responsible for £180 million turnover, £800 million worth of assets and 500 staff.

Today Richard is Managing Director of AECOM's 1,200-strong Europe Transportation business. His mission is to make it number one in Europe, as AECOM is elsewhere in the world.





Chirag Shah

Chartered Director
Serial entrepreneur
Corporate Executive
Founder of multiple companies including TradingPartners, écurie25 Supercar Club and MarketMaker4

MBA Year: 1996

After graduating from Cambridge University with a Masters of Engineering (manufacturing management) degree, and completing an engineering apprenticeship at GEC, Chirag joined Rover Cars as a Production Manager on the Rover 600 vehicle assembly line. He led a team of seventy operators delivering production efficiency improvements, the implementation of Total Quality Management, cost reduction programmes and staff development.

With some hard core industrial experience under his belt, the ambitious and self-motivated Chirag wanted to expand his knowledge of business, finance and marketing by studying for an MBA. He succeeded in gaining a Sainsbury Management Fellows' award and undertook his MBA at INSEAD.

On graduation he joined AT Kearney as a management consultant focusing on business development and supply chain efficiency improvement.

With the advent of the dotcom era, buoyed by his supply chain expertise and the start-up experience of some of his peers in the SMF network, Chirag took the entrepreneurial path, first founding TradingPartners, a novel reverse auction company for corporate procurement. Since then he has been actively involved in the development of five enterprises including écurie25, now the world's leading lifestyle club, and MarketMaker4, a global procurement portal that allows corporations to optimise their purchasing processes.

Chirag is a Sainsbury Management Fellows' mentor to the Engineering Leadership Awards students from the Royal Academy of Engineering.

Jobs created: 500
Wealth created: \$50 million

LinkedIn: ae.linkedin.com/in/chiragshah01/



Building a £7 Million Business while Slashing Business Purchasing Costs

2000: Chirag's first entrepreneurial venture brought "reverse auctions" to the business world. Turning the concept of auctioning on its head, Chirag co-founded TradingPartners Ltd, which takes a guide price for goods and raw materials and invites companies to supply the goods at a lower price.

This ground-breaking business grew rapidly from £175,000 turnover in its first year to £7 million turnover in less than three years. In 2004 TradingPartners was placed 8th in the *TechTrack 100 rankings* (run in association with The Sunday Times) and 21st the following year. In 2006 it was ranked in the *Top 100 Best Small Companies To Work For* league table.

Creating a World Class Lifestyle Club

2008: Operating in the rapidly expanding fractional ownership/asset sharing sector, Chirag was the lead investor and entrepreneurial mentor to the founders of écurie25, which was set up to provide a convenient and cost-effective alternative to luxury car ownership. Club members have access to a superb range of cars, and performance driving related tours and social events.

From a single club in London, Chirag has overseen a growth strategy combining franchising, joint ventures and direct investment to create a global network of clubs across the UK, USA, UAE, Australia and South Africa. The business has over 500 members and is now the world's leading lifestyle club extending the original supercar club concept to classic cars, luxury yachts, elite residences and private members' facilities. At the heart of écurie25's success is the concept of "member leasing" whereby owners of performance vehicles can supply their cars to the club and enjoy a share of the income generated from them by the club, earning up to £20,000 per annum. As Chairman of the group business, Chirag focuses on introducing innovations, such as member leasing, which can bring a dramatic change to the economic model of this industry.



Enabling Corporations to Buy Smarter

MarketMaker⁴

2011: Chirag co-founded MarketMaker4 Ltd (MM4), a global procurement technology company with offices in London, Chicago, Shanghai, Sydney and Dubai.

MM4 provides a technology platform for the supply chain departments of corporations to help them improve the quality of their vendor management processes. The company provides pricing information, vendor database, advisory services and negotiation tools to help corporations get the best value from their procurement.

MM4 has grown rapidly – in just two years the business expanded to seventy staff internationally and already has fifty major clients in many countries including the USA, Canada, Mexico, Nigeria, China and the UK. Clients are spread across diverse industries with a focus on the manufacturing and retail sectors.

In September 2013, MM4 was acquired by Xchanging PLC – a global top three business outsourcing services provider – for a total consideration of \$22 million. The acquisition gives Xchanging a proprietary technology platform that provides industry-agnostic procurement e-sourcing, business intelligence and dedicated customer support. It also expands the breadth of procurement services the company offers.

Chirag remains a director in Xchanging and continues to expand the business under its original MM4 brand to leverage its established position in the procurement technology market.





Chris Shelley

Founder of multiple companies including New Zealand First Nutrition Ltd, Dymag Performance Racing Wheels, FortisProcess and Pump Room Microbrewery and Bistro Non-Executive Director of Private Equity portfolio companies in Europe and the Far East

MBA Year: 1990

Chris started his career as a utility steam turbine commissioning engineer with NEI Parsons in the 1980s. He was accepted on the Royal Academy of Engineering's Visiting Engineers to Japan Scheme in 1986, and in 1987 he opened the NEI International office in Japan. He completed his MBA at INSEAD.

Now an entrepreneur, Chris works with private investors to develop start-up and early stage businesses. Chris' company, CSA International, owns Dymag, a company which designs and manufactures carbon composite wheels for high performance cars and motorcycles and racing cycle wheels. He also founded New Zealand First Nutrition Ltd, a private equity funded company that imports premium branded infant formula and dairy based nutritional products into China.

Chris was President of the Sainsbury Management Fellows from 2001 to 2003 and has been a Sainsbury Management Fellows' mentor for over twenty years. He currently mentors five students at Bristol University, and supports the Future Brunels' Programme for young engineers in Bristol, which encourages 12-17 year olds to pursue studies and a career in science and engineering. To inspire this age group, Chris hosts visits to Dymag and says, "You win and lose potential engineers in their early teens."

Wealth created for the world economy for companies led: Shareholder value circa \$200 million
Jobs created: circa 350

LinkedIn: uk.linkedin.com/in/christopherjshelley



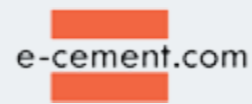
Extending ABB Power Generation to Global Reach

1990: With his newly-honed MBA skills Chris joined ABB as Vice President Strategic Marketing and Communications.

Thrown into the deep end, Chris was tasked with developing a plan to expand ABB's power generation footprint into Asia Pacific, working with the ABB Gas Turbine segment. This involved the establishment of a gas turbine manufacturing Joint Venture in Japan – The Japan Gas Turbine Company – and a project engineering centre in Southeast Asia as well as creating a large joint venture in Eastern Europe, which expanded ABB's power business from a North American/European focussed base into a global business with revenues of over \$8.5 billion.



Defeating Lafarge's Hostile Takeover



1999: Chris joined Blue Circle Industries PLC, the UK's largest cement maker, as Global Head of Sales and Marketing.

In 2000 Blue Circle faced a hostile takeover bid from Lafarge, a French company and Chris was a member of the defence team which successfully defeated the bid. This was significant in that it was the first successful defence on a cash hostile bid of a FTSE 100 company in fifteen years. Chris' role in this defence was to set up e-cement.com to focus on the supply chain and develop ground-breaking e-tendering and e-procurement platforms for project capital equipment, raw materials and spare parts. He developed partnerships with other major industry players to introduce the e-tendering platform including complex weighted reverse auctions.

Under Chris' leadership, e-cement helped make a substantial impact in the direct and indirect costs of Blue Circle, which had a material effect on the market value of the group. This initiative combined with the overall drive for performance improvement collectively ensured Lafarge came back with a greatly increased friendly agreed takeover bid, at a substantial premium to the share price at the time of their original hostile bid.

Turning Invensys APV (Asia Pacific) from Loss to Leader – “Catching the China Wave”

2003: When Chris became President of Invensys APV Asia Pacific – a FTSE 100 plc, the region was a loss-making group of companies with \$120 million sales turnover.

APV Australia and New Zealand were both loss-making, accounting fraud was uncovered in Japan, South East Asia was sub-critical and breakeven, while China was a low growth, low margin business a distant third behind its major international competitors. Chris restructured all APV's Asia Pacific businesses and launched the “Catch the China Wave” strategy. Over four years, Chris totally transformed the APAC region from the worst performing into APV's most profitable division with regional sales over \$200 million, and each business unit performing well and customised to serve its domestic market and

support the regional expansion. The business in China had been importing equipment from Europe and Chris converted this to a high growth/high margin engineering and manufacturing company through localisation with an engineering centre and factory near Shanghai. As a result, turnover in China went from \$17 million, employing forty-three employees to \$85 million in 2007 employing over 275 staff with a large factory built. Ten years later the business has sales of over \$350 million with three factories in Shanghai.



Resurrecting Dymag from the Ashes

2009: Chris bought the assets of Dymag, a bankrupted company based in Chippenham, UK which had been making wheels for high performance cars and motorcycles since the mid 1970s.

However, he was no stranger to this business – he had run the company as Managing Director and was a partner from 1994-1997. During his first tenure the company grew from £200,000 in four years to £2 million at the time he left the company after disagreement with other partners over strategy.

Chris now owns the company and invested over £250,000 to get the company back on its feet. He has also been putting his time and energy into developing Dymag into a substantially bigger and more successful business then it was when he left in 1997.

His re-launch plan included taking the original product line of carbon fibre and forged aluminium motorcycle wheels, re-stimulating former customers and his industry contacts.

In 2012 Chris added in magnesium products, and in 2013 a new range

of forged aluminium wheels for British Superbike (BSB) and World Superbike (SBK) racing was warmly received. Most recently Dymag launched a new range of carbon fibre bicycle wheels, which Chris hopes will help Dymag continue its upward growth trend. Turnover has increased from first year sales of £120,000 in 2010 to £280,000 in 2011 to £480,000 in 2013. Order intake and sales are expected to exceed £1 million in 2014. A financial investor has recently valued the business at over £1 million.

Chris continues to build the Dymag brand, sponsoring the Dymag T1D Cycle racing team (named after Type 1 Diabetes), which compete in elite cycling events nationally and in Europe. Watch this space as Dymag is developing a prototype carbon composite wheel for a major international luxury car OEM.





Mark Spence

Serial Entrepreneur
Founder of multiple businesses including Rheolab, Cosmetic Rheologies and Mass Measuring

MBA Year: 1990

After gaining his MBA with distinction at INSEAD, Mark intended to return to his former employer, BNFL plc, but his mentor at BNFL advised him to take a commercial role outside of BNFL to best develop into general management. That took Mark to Oil Trading and Processing at BP.

He later joined Allied Colloids Group plc as Head of Strategic Planning and then Managing Director of Emerging Business Group, where he became an internal entrepreneur, leading the development of several new enterprises including one specialising in polymers for cosmetic products – this early experience sparked an enduring entrepreneurial passion.

Mark founded his first company in 1999 and since then has built eight successful SMEs, ranging from speciality chemicals for the cosmetics industry to a product that screens chemicals and reduces the need for animal testing in medical research.

Mark has just started his ninth company, Maidmar, with two talented engineers, specialising in the de-commissioning of rigs in the North Sea.

Mark has been a mentor for the Sainsbury Management Fellows' mentoring scheme, mentoring winners of the Engineering Leadership Awards Scheme run by the Royal Academy of Engineering.

Wealth created for the UK economy:
£65 million
Jobs created: 200



Creating and Selling First Successful Business

1999-2007: The first company formed and subsequently sold by Mark was a capital equipment business called Mass Measuring.

It specialised in the provision of powder handling equipment in factories, for example, Walker's Crisps, Tesco muesli, pet food, tile adhesive, catalysts and even Marshalls concrete bricks. The business was developed through organic growth and acquisition. Mass Measuring was sold in 2007, by which time it had grown sevenfold, enabling the partners to secure an eight figure deal on the sale. This made Mark financially independent and provided the capital to build more new businesses, wealth and jobs for the UK economy. Mass Measuring continues today in Manchester employing fifty people under the same management.



Developing World Leading Cosmetics Ingredient

2000-2006: Mark co-founded Cosmetic Rheologies with a former Allied Colloids colleague. The company developed into a leading supplier of speciality acrylic polymers and ingredients to the global toiletries and cosmetic industries with subsidiary companies in the USA and France.

Whilst running Cosmetic Rheologies, Mark and a colleague developed and patented the manufacturing process for a cationic thickener called UltraGel. UltraGel gives products a dry, non-tacky, smooth feel to the skin and has been widely adopted for the production of all sorts of hair gels and skin creams including high-end brands such as Lancôme and Rodial. UltraGel was so successful that within five years, the business was bought in 2006 by Cognis, the largest cosmetic ingredients producer in the world for an eight figure sum. At the time it was sold the company had fifteen employees and traded with thirty-one countries. It continues today as product group within BASF cosmetics business. The acquirer was very satisfied with the acquisition as UltraGel alone generated sufficient funds to return the cost of the acquisition.



Graduates being screened for placements at an Oreal open day in Yorkshire



Led the Turnaround, Creating a £10 Million Success

2008: Mark bought Oreal, a small indebted contract manufacturer, out of administration and turned it around, creating a £10 million turnover business with eighty employees.

He recruited and developed a highly effective commercial and product development team which has enabled Oreal to carve out a strong niche in the high-end skincare sector. The Oreal team develops unique formulations, negotiates exclusive manufacturing contracts, produces

the products at its own plant, then bottles, packages and delivers the products to brand owners such as Rodial and Touch of Silver who in turn sell them in major retailers such as Boots, Harvey Nichols, Debenhams and Harrods.

Oreal is committed to the development of young people and each year recruits two technical apprentices. The majority of these remain with the company long-term, expanding their skills, contributing to the business.



Innovative Hair Dye Technology Gains International Patent

2008: Again utilising his chemical engineering and business skills, Mark created Rheolab which specialises in the production, regulation, sales and marketing of niche cosmetic ingredients.

The range includes natural thickeners and Coloursoft "soft touch" polymers for colour cosmetics and face creams. Rheolab is developing patented new technology that will produce darker shades using less dye in semi-permanent hair dyes. This new technology is creating a stir in the industry – already a major cosmetics brand is knocking on the door in the hope of acquiring the technology.

People development is important to Mark's approach to business growth and he has implemented a skills programme at Rheolab that is enabling one of the female chemical engineers to gain chartered status.





First and Foremost, an Engineer

This is how Nigel Wallbridge describes the formula for his success at converting at least three successful business start-ups to companies worth several hundred million. Nigel considers himself to be first and foremost “an engineer – a designer of things”. A first degree in engineering from Leeds University gave him the capability to design, a PhD brought additional technical confidence and his MBA gave him a context in which he could exploit his engineering skills. “All three elements have enabled what I have done since”, says Nigel.

Nigel Wallbridge

Founder and Executive Chairman of Nomad Digital
Founder and Chairman Vivent sarl
Founder and Chairman ArchivedLives.com

MBA Year: 1990

Nigel Wallbridge completed his MBA at INSEAD and has been founding, investing in, developing and selling international technology businesses for the past twenty years. These businesses have significant value and have added to the wealth of the UK and other countries.

Nigel participates in the Sainsbury Management Fellows’ mentoring scheme and is a member of the Institution of Mechanical Engineers’ Strategy and Marketing Committee, which helped to transform the IMechE into a modern forward-looking organisation with a secure financial future.

Wealth created for the world economy for companies founded: £250 million
UK Jobs created: 500

LinkedIn: ch.linkedin.com/in/nigelwallbridge



Setting Up Success and Sustainability for Future Growth

1995: Nigel founded Wide Area Markets, a very early business-to-business website company. Eventually he sold the company to J2C plc and helped float it on the AIM exchange. But in its early days it struggled and he needed to return to paid employment.

1999: Nigel joined Interoute and led the company as CEO. The vision of the company was to move from being a simple reseller of voice services to become a major fibre optic network connecting the business hubs of Europe. After setting up the template for roll out and success and raising finance from the Sandoz Family Foundation, Nigel left the business in 2000, with operations in eleven countries and

650 employees. Growth continued apace at Interoute and today this network forms a massive platform connecting nearly 200 data centres and co-location facilities across Europe, and interconnecting America, Africa and Asia. Interoute provides connectivity, communications and computing services to international enterprises, global telecommunication service providers, mobile operators, governments and channel partners.



A Simple Idea Becomes a Global Business

2002: Nigel co-founded Nomad Digital with Graeme Lowdon with the intention of providing online capability to train travellers. From this germ of an idea, the business has grown exponentially.

Nomad now provides online access to rail passengers in Europe, America and Australia and also provides entertainment and travel information. Nomad was included in the top Sunday Times 100 fastest growing technology businesses in the UK from 2011-2013 and is the leading global provider of

wireless solutions to the transportation Sector. Today the service is used by Heathrow Express, Amtrak, the Dubai Metro, Eurostar, Queensland Rail and Virgin Trains, to name but a few. Headquartered in Newcastle, the business now employs 250 people of which 100 are located in the UK.

Recently Nomad Digital was selected to be part of the Future Fifty cohort – a group of high-growth companies chosen to receive support and funding from the UK government. The Future Fifty programme will give all chosen companies bespoke access to support from Government and the private sector, matching high potential growth-stage businesses with bespoke public and private sector support to fast-track their growth, create jobs and deliver a significant economic impact to the UK.

From California in the west to Brisbane in the East, train ridership has increased between 2% and 5% because internet access is available.

Studies have shown that the addition of Nomad services have had a widespread and significant influence on how people travel. More people are leaving their cars at home, opting for rail travel and the opportunity to be productive while travelling.

Inventing and Investing in Future Technology – Bioelectric Medicine

2012: Nigel’s latest venture is Vivent sarl, a company which brings him back to his interest in research in engineering combined with medicine. In the past, using electricity to heal the body has led to some positive and also some negative results. However now, bioelectric medicine is being re-explored and may produce a whole range of electrical based therapies to treat conditions ranging from migraines to arthritis.





Richard Wazacz

Strategy, Sourcing and Insurances
Director, UK & Europe, Prudential plc

MBA Year: 2003

Richard Wazacz completed his MBA at Columbia Business School and since graduating has pursued a corporate career which has gone from strength to strength. Throughout this time he has benefited from his engineering background, and the business skills acquired as a result of his MBA. He currently works for Prudential, the global insurance company, where he oversees strategy, sourcing and insurance businesses for its UK and Europe division. Richard has been working for blue chip and FTSE 100 companies since his graduation as a Chemical Engineer from the University of Cambridge.

He first worked as a Process and Project Engineer in Shell's Dutch Exploration and Production Operating Company, the NAM. In this role Richard worked on initiatives to increase production from mature end-of-life offshore gas fields, including the championing of new technologies, and the implementation of compression. He also led a team tasked to improve efficiency at Europe's largest natural gas handling plant in Den Helder, and achieved an increase in capacity of 10%. In 2000 Richard moved to The Hague where, as a Consultant in Shells' Global New Business Origination Team, he worked as a member of a cross-functional team, evaluating and developing economic and technical feasibility proposals for investments in South America, Europe and Asia.



Leading Logistics and Baggage at the World's Busiest International Airport

Following his MBA, Richard joined BAA, the UK airport operator, where following several operational and change management roles, he took on the challenging task of leading all logistic and baggage operations at London's Heathrow Airport.

2006: It was during his time as Head of Baggage that the transatlantic aircraft plot to detonate liquid explosives carried on board at least ten airliners travelling from the United Kingdom to North America was discovered and foiled by British police. However, as a result, unprecedented security measures were immediately put in place which meant that every piece of hand luggage had to be individually scanned and checked in to the hold of departing aircraft, alongside regular baggage. This put the operations under Richard's watch under massive strain and pressure. From a peak summer norm of 100,000 items checked in every day, overnight this increased to almost 300,000 per day. The key challenge was to keep the movement of all these items of baggage in tight synch with passenger movements. It was during this time that Richard relied on his training as a chemical engineer to help him through the crisis. On analysing the problems he was facing, Richard utilised his engineering training, and employed a structured and logical approach to identify the bottlenecks and pinch points arising across the airport, deploying resources, solutions and supporting customer communications as appropriate, to keep the airport functioning as normally as possible.



Integrating Two of the UK's Largest Banks at the Height of the Financial Crisis

2007: Richard joined HBOS and a year later, at the height of the financial crisis, became fully involved with the integration of HBOS and Lloyds TSB to form the combined Lloyds Banking Group. This was integration on a massive scale and Richard took on responsibility for merging operations and customer services for the combined Group's private banking and wealth management businesses. Following the successful integration Richard remained with Lloyds Banking Group as a Director on the Executive Leadership Team tasked with building and transforming the UK Wealth businesses.

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PRUDENTIAL
ubezpieczenia, emerytury, oszczędności

Launching a New Business in an Emerging Market

2011: Prudential recruited Richard to work on setting up a brand new Life Insurance business in Poland, part of its global strategy to grow in emerging markets.

A native Polish speaker, Richard was brought in as Chief Operating Officer, initially to develop a viable business case, and subsequently to build and launch the business. Richard set to work hiring the Polish leadership team, creating the proposition, establishing a distribution capability, and setting up all the required operational infrastructure of this new company. Today, exactly a year after launch, Prudential Poland employs 150 people, with over 400 agents working across fifteen branches nationwide. Prudential Poland has set the target to be one of the top three life insurance

businesses in Poland in terms of new business market share. Richard credits his MBA in supporting him with this start-up, especially in picking up and making meaningful contributions to various aspects of the business in which he had no previous experience, such as marketing. Armed with the learnings from his MBA, Richard said that "My experiences at Columbia enabled me to pick up the required concepts of setting up a new business in a greenfield market, and gave me the confidence and aptitude to deal with areas of business that perhaps I was not initially so knowledgeable about."



Phil Westcott

Public Sector Marketing Leader,
IBM Watson

MBA Year: 2011

After completing his MBA at IESE, Phil joined IBM where he is now the Worldwide Marketing Leader for IBM Watson in public sector. In this role, he leads IBM's efforts to create the Cognitive Computing category, and lead the market with their Watson solutions.

Watson is a cognitive computing technology that processes information more like a human than a computer—by understanding natural language, generating hypotheses based on evidence and learning as it goes. Watson shot to fame in 2011 for beating the human champion of the US game show Jeopardy. IBM is now putting "Watson to work" in a range of industries and applications. The public sector applications are particularly exciting and Phil brings his knowledge and market intelligence from his time in Smarter Cities and previous public sector roles.

Phil maintains strong links with academia, giving guest lectures and running research projects with institutions such as LSE, Cambridge, Exeter, Colombia Business School and APU Malaysia. He is a strong advocate for the benefits of a dual engineering and business education. Through his ongoing leadership of IBM's Smarter Impact, he is a vocal exponent of the role of technology in international development aid.

Phil is a supporter and advocate for Bowel Cancer Research through the Bobby Moore Fund.

LinkedIn:
my.linkedin.com/in/philwestcott

Twitter: @philwestcott



“Undoubtedly, my dual education in engineering and business has given me an edge in my recent career. Technology shifts in cloud, mobile, social and data analytics present huge opportunities. And to meet the global challenges of our times... urbanisation, sustainable development, the shift to a green economy... what is needed is a systems thinking mindset. An engineering grounding coupled with the business savvy provides the right holistic problem-solving approach to bring these technology trends to bear on these challenges.”

Glovico – Building a Technology-Driven Social Enterprise

2009: Phil spent his eighteen months in business school moonlighting for a social enterprise start-up, connecting teachers in Senegal, Ivory Coast, Guatemala and Peru with language students in Europe and North America.

Glovico.org is a non-profit organisation generating revenue for educators/entrepreneurs in emerging communities through fair trade provision of their services (i.e. language tuition of their mother tongues) to consumers in the western world.

Glovico operates on a web-based platform, where teachers from Latin America and Africa are connected with students in US and Europe. Using the Skype video-conferencing technology, students receive one-to-one live video tuition in Spanish, French or English. The site promotes the flow of income to emerging economies, encourages entrepreneurship, and raises the cultural awareness of the student. The tuition is intensive, highly effective and affordable at just \$12 per hour. Glovico has a presence in Senegal, Ivory Coast, Peru, San Salvador, Argentina and Guatemala. Phil worked alongside the founder to develop a business model, the web platform and attracting VC funding. He also promoted awareness in the media, highlighted by an interview on BBC Digital Planet in the summer of 2010. Glovico.org employs forty-nine teachers and four support staff and is still a thriving social enterprise.

Smarter Impact – Creating a New Business within a Corporate Structure

2011: Phil launched Smarter Impact within the IBM business, a new approach for driving inclusive economic development through the application of technology.

Through perseverance and networking, Phil was able to pull in help from across the business. Smarter Impact was unveiled at a London conference in September 2012, engaging participants from across private, public and third sector, supported by media. Smarter Impact now includes a set of solutions designed to help international donors and governments determine how well their aid money is being spent. The dashboards give a real time view of the projects, funds, and outcomes. The solutions combine both traditional structured reporting data (project reports and project statistics) with unstructured data (such as public feedback via SMS, and sentiment analysis on social media).

Smarter Impact has sparked a number of related IBM projects focused on the developing world. One is looking at how cutting-edge medical knowledge can be made available to doctors in rural African communities via their mobile phone. Another is using IBM's Spoken Web technology to make the agricultural knowledge on the web available to farmers who are unable to read. In the latest development within Smarter Impact, Phil and the team are investigating the use of Watson cognitive computing technology to digest the accumulated knowledge of forty years of development reports and advise on best practice for new aid investment.

Smarter Cities in South East Asia – Establishing a New Regional Business

2012: Phil spent eighteen months in South East Asia with responsibility for developing the IBM Smarter Cities business in this region. Phil brought solutions to clients in a range of industries such as transport, energy, public safety, healthcare and education.

For example, in the city of Davao in Philippines, IBM now powers their city command centre, giving public officials a situational awareness of the city, the tools to predict emerging traffic congestion, and an ability to coordinate the response to emergencies and threats. Phil brought solutions to clients in a range of industries such as transport, energy, public safety, healthcare and education. He established structure and management systems, bringing the global expertise of IBM to the unique challenges of cities in the region. He grew repeat business by 60% during this time.





David Weston

Non-Executive Director,
Lafarge/Tarmac
Non-Executive Director,
International Power plc

MBA Year: 1990

David is a Chartered Engineer and proven generalist executive, experienced in capital-intensive industries, manufacturing, distribution, commercial (B2B) marketing, trading and supply. Experienced as a FTSE 100 Non-Executive Director and as a Chairman and CEO, he has a truly international perspective, having lived in eight countries on four continents with half his career spent outside Europe.

Having spent thirty-two years in operational, managerial and senior executive roles, David is now focusing on non-executive and advisory roles that allow him to contribute in a concise and effective way to a plurality of companies. His extensive international and operational experience serves as a valuable counterweight to the more abundant financial and investment-centred focus that tends to dominate the profiles that populate the boards of companies seeking to develop effective growth strategies.

David also acts as an interviewer for the admissions board of INSEAD and is a Sainsbury Management Fellows' mentor to young engineers. He is also an active investor and sponsor in a charitable music foundation.



Guiding Shell Pakistan Through the Turbulence Following a Military Coup

1999: David was working as Chairman and Managing Director of Shell Pakistan when the October Coup occurred and a state of emergency was declared afterwards.

David developed close working relationships with the cabinet and new chief executive of the government, assisting them in preparing for deregulation of the oil refining and marketing industries and ensuring shareholder support through this challenging and dynamic era in the country's development. Shell Pakistan had about 26% of the country's liquid hydrocarbon market, and was one of the country's top two international investors.



Maximising the Downstream Business of Shell Canada Limited

2003: During the six year period when David was President of Shell Canada Products, he led the downstream business of Shell Canada to achieve the highest safety record, the best-ever per-barrel and outright earnings and the highest levels of employee satisfaction.

Leading Shell Aviation; Shell's Global Fuels and Lubricants Business through Post 9/11 Crisis

2001: Following the attacks of September 11th 2001, the air travel business was severely affected as were all its supporting service industries.

During this period David was CEO of Shell Aviation and had to make tough decisions about the organisation and its debt management. The organisation was radically restructured, hard decisions were made on the management of working capital and many roles were rationalised. A testament to David's leadership, Shell Aviation remained the highest-ranked international supplier whilst internally fostering the most enthusiastic working environment in Shell's downstream business.



Achieving record earnings at Anglo American's Industrial Minerals Division

2007: David was CEO at Tarmac from 2006-2009 and in 2007 he led the Tarmac Group to its highest-ever pre-tax profits performance of \$732 million.

Helping International Power Deliver Outstanding Shareholder Returns

2009: David became an independent director of International Power, a FTSE 100 PLC and helped drive two transactions that saw the company deliver the best Total Shareholder Return in the FTSE 100 between 2009 and 2012.

Championing Safety at Anglo American

2013: As Group Director: Business Performance, Capital Projects, Commercial, Safety and Sustainable Development, David led Anglo American's Group safety effort in 2013 to achieve its lowest ever lost time injury frequency and lowest fatality rate since the founding of the Group. He also delivered the Group's asset optimisation promises with over \$2.5 billion in value between 2010 and 2013.



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