

ALUMNI Stories

Celebrating 50 years of diversity



vol. 3

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In 2023, EU Business School (EU) celebrates its 50th anniversary. Fifty years of community. Fifty years of innovation. Fifty years of entrepreneurship. Fifty years of diversity.

In this special celebratory edition of Alumni Stories, we present fifty inspiring success stories which showcase the diversity and achievements of our alumni community. From recent graduates to seasoned professionals, these remarkable individuals offer a snapshot of the exciting and varied career paths that our network of over 30,000 alumni are charting. From across the world, these adept men and women are embracing change and pushing industry boundaries by applying an entrepreneurial mindset and the sharp business skills needed to navigate the liquid business landscape.

As we reflect on half a century of history, it is our diverse and accomplished alumni community of which we are most proud. With them, we look forward to the future as we continue to shape the business leaders of tomorrow and to sparking many more success stories.

Best regards,

Carl and Luc Craen EU Business School Managing Directors

Digital Giants

At the forefront of modern technology, digital giants are driving advances in data, advertising and AI. Due to our alumni's exposure to cuttingedge trends and practical business knowledge, many go on to work for top tech companies including some of the most iconic Fortune 500 corporations.

Guillermo Aguilar LATAM GTM Growth Strategy Lead **Google**

I was born and raised in Mexico City and that is also where I currently live. Spanish is my mother tongue, but I also speak English, learned French while studying at EU Geneva and I am now learning Portuguese. In my spare time, I enjoy spinning, HIIT training and brewing my own beer.

After building up a strong background in market growth with SAP and cloud migration at Teradata, I reached out to the president of Google Cloud, Latin America. He told me he was looking to reinforce his strategy team and use data analytics to better understand the markets in which they could grow the most. I have now been supporting his strategy and operations team for two years in structuring and enabling market strategy across Latin America.

Part of my day is spent understanding trends in economics, cryptocurrencies and the inflation rates of different countries and the possible knock-on effects, so we can start making upper-plate investments in terms of our sales resources in those geographic regions or industries. I need to keep up to date with the latest news and we have a close relationship with analysts like IDC and Gartner. We then process that information and translate it to the sales team. In terms of the go-to-market, we try to see how we can make the sales representatives' journey easier, whether that be the demos or contract framework they can use, or the Google partnerships within the different regions. On top of that, we are trying to standardize the sales culture across Latin America and understand what we



need to do in the short, medium and long term to generate demand.

Google provides services and platforms that allow their customers to innovate. Our mission statement is "to organize the world's information and make it universally accessible and useful." Since its launch, Google has been committed to using its proprietary algorithms to organize online data most efficiently, giving people easier access to what they are looking for. Customers want to transform their businesses digitally and make the most of technology. With specific regard to Google Cloud, we have very sound and robust analytic capabilities and vast experience in AI and machine learning. When customers see how our platform responds in performance and volume, they start migrating their work to us.

Ismail Benjelloun Senior Data Scientist **Meta**

I was born in Casablanca, Morocco, and emigrated to Montreal, Canada, with my family when I was five. I lived in Germany while I was studying at EU but then returned to Montreal. I speak French, Arabic, English, Spanish and a little German. I love sports in general, and I swim and play a lot of tennis and soccer. My other hobbies include chess and video games.

Tell us about your career journey since graduating from EU.

I started out working in finance because that is what I was good at, but I soon realized it wasn't something I wanted to do for the rest of my life. I was really interested in programming and mathematics but didn't want to spend another few years at school. So, I moved out of the city to get away from distractions and began to teach myself. My data analysis journey began.

I reached out to people on LinkedIn with the profile that I was aiming to achieve. Someone replied and gave me lots of resources and explained which skills I needed to brush up, which helped me a lot. Then, when I found a position I wanted, I contacted the manager who posted it and explained my enthusiasm and dedication to excelling in the area. He set up an interview for me and I got the job! I was beyond happy because it was exactly what I wanted. I was promoted to senior analyst after a year and then, right before getting another promotion, I received an offer from an aeronautical company. I worked as an artificial intelligence analyst there and started to transition from data analysis to data science. I learned so much from my colleagues, all of whom had PhDs. Later, I was approached by Meta and I'm



now developing a community messaging product for Facebook groups.

What skills that you acquired at EU have helped you in your career?

EU has played a pivotal role in helping me achieve my goals. Critical thinking was definitely one of the most important skills that I acquired. One of the best teachers I've ever had taught us not to jump to conclusions too quickly, and to take time to thoughtfully understand all perspectives. This advice is instilled in me and present every time I have a conversation. Another skill I learned is depth of analysis. Both skills have been essential to my work in data science.

What did your time in Munich do for you and your career?

It was by far one of the best times of my life! Sometimes, it feels like a dream. When I was eight years old, I told my parents that Bayern Munich was my favorite soccer team and that I was going to live in Munich and be a soccer player there. When I was 21, I saved just enough money to pay for half a semester, and my father agreed to help me pay the rest. I met some incredible people at EU including two of my best friends. I wish I could have stayed longer.

Thomas Kaspersen Global Chief Operating Officer, Intelligent Spend and Business Network **SAP**

I was born and raised in Bryne, Norway. I'm currently living in Dubai and have previously lived in Belgium, Spain, Portugal, Singapore and Australia. I speak Norwegian, English, Spanish and some Portuguese. I love sports, including golf, and I'm always up for a five-a-side football game!



How would you describe your current role?

My role is very dynamic. I am fortunate to be able to engage with multiple cultures, work on strategic topics and interact directly with sales and meet customers and partners. More importantly, I can make an impact both on the employees and our ecosystem. I have a terrifically fun and exciting job with a lot of accountability.

How do you manage your time?

I prioritize my day by looking at what would have the most impact in the long run. I don't necessarily prioritize what's urgent at that moment because everything is urgent. I look at the impact it can have on the overall organization. Second, I look at where I can make a difference. You have to figure out where you can really help and where your support is essential because, if it isn't, somebody else could do a better job than me. Third, we are in a business where our success is predicated on the success of the customers so, however I choose to prioritize my time, it has to have a positive impact on our target market, our customers, partners and employees.

What is behind the success of SAP?

Integrity, innovation and delivering on our commitments. We are consistently seeking to be the best for our customers and the partner ecosystem. We always hire the best people in the market and retain them. SAP invests enormous resources in its employees in terms of enablement, career progression and upskilling. I do believe we have the best product and best technology in the market. When you combine that with the best workforce, I think that has been the true success of SAP.

Do you have advice for current EU students who want to work in business operations?

Don't get fixated on where you want to go. My journey, for example, is not solely business operations: my title may be COO but I do sales, strategy and a bit of everything. Whatever you are going to end up doing, you need a broad baseline.

Double down on your strengths and focus on doing something fun, making an impact and retaining what you have learned. Many of us take life too seriously way too early, and I think I probably did too, but at least I tried to spice it up by learning as much as I could as quickly as I could.

Boris Bugarski Data and Al Sales Specialist **Google**

After university, I moved to Munich and for the last five years, I have lived in Hamburg. I speak German, English and Croatian and in my spare time I like running and scuba diving.

Could you tell us about your career journey since leaving EU?

While finishing my studies, I was working at Pentaho, which was acquired by Hitachi. After graduating, I joined Microsoft in the data and AI space. Because of my MBA, I had a broader experience of business operations rather than just technology, so I had the opportunity to work as CEO of data42, a company which used AI-infused models to predict geopolitical crises.

I was later approached by Google, where I am currently working. I drive data and AI product sales for healthcare, life sciences, chemicals and energy companies like Bayer and SAP. We come up with great product ideas to innovate these businesses. We are embedding algorithms into Google Cloud so companies can predict things like genome sequences or are able to query petabytes of data within seconds.

What first interested you in data and artificial intelligence?

I studied a bachelor's degree in computer science in 2009 and, even then, AI was a topic of interest, but it was impossible because the technology wasn't there yet, even though the algorithms existed. I was always



interested in quantum computing and how existing processes could be optimized.

Why did you decide to study an MBA?

I had two options: I could either study computer science in more depth or I could gain a comprehensive understanding of how to run a business. I was accepted as a PhD student but soon realized I didn't want to go any further into the subject because I have books and Google for that! But you can't get an economic understanding of organizational behavior, leadership and business strategy by Googling it: I needed to learn from people who had extensive practical experience.

What were the main skills or concepts that you acquired at EU that have helped you during your career?

I was working while studying, which was stressful, but it taught me to structure my time effectively and allowed me to excel in my career. For me, the ability to work, travel and study remotely but also have oncampus weeks was the best combination. What I really enjoyed was the real-world experience I gained from my lecturers and company visits, which also gave me insights into the world outside my comfort zone.

Arijit Dutt Google Agency Account Strategist **Teleperformance**

Having cultivated a successful career in India, collaborating with industry titans such as UnitedHealth Group (a U.S. Fortune 500 company) and American Express, I elected to leave behind a substantial six-figure income in pursuit of further professional development in Europe. Opting for an MBA program at EU Barcelona was an obvious choice, given its location in this sun-drenched Mediterranean city, renowned for its diverse cultures, rich history and boundless creativity.



How has your career progressed since completing your studies at EU?

Undertaking the MBA program at EU Business School significantly enriched my global perspective, owing to the institution's international and multicultural student body. Moreover, it instilled in me a pragmatic approach to problem-solving and decision-making, skills I could employ in real-world business scenarios. These aptitudes were instrumental in securing a role in digital marketing, specifically with the Google Ads project at Teleperformance.

What made you want to further your studies in your 40s?

My decision was propelled by a fusion of professional aspirations, personal growth and a desire to adapt to evolving circumstances. Departing from my established path and commencing anew was an audacious choice but, through thorough research and consideration, I selected EU Business School, a decision that has since proven to be a resounding success.

Now that you're working on the Google project, what does your role entail?

My responsibilities encompass offering strategic counsel to clients by scrutinizing their business

objectives, formulating advertising strategies and ensuring the efficient utilization of Google Ads.

Would you say that the SMB segment has a good understanding of digital marketing?

There is a dearth of comprehension of digital marketing platforms within the SMB sector. This can be attributed to several factors, including the perceived intricacy of the field, its dynamic nature, resistance to change, concerns regarding privacy and a deficit in educational and training opportunities. As a Google Ads account manager, I assist SMB owners by furnishing them with customized strategies, fostering transparency, judiciously allocating resources, offering analytical insights and aiding them in adapting to the constantly shifting digital marketing landscape.

What is the future of data marketing?

Data marketing, as an industry, is still in its formative stages. With the exponential growth of artificial intelligence and machine learning, data science is exerting a profound influence across diverse fields, including marketing. I believe that data marketing will prove to be exceedingly advantageous in the precise targeting of consumers with the right product, at the right juncture and at the right cost.

WE ARE FAMILY

EU Business School has always seen the importance of the family unit in family business and has helped to pass knowledge and values through generations. From siblings who have followed in each other's footsteps to partners who met at EU Business School, we celebrate the families who continue the EU legacy.

"My sister, Lavinia, and I both had very intense horse-riding careers in which we competed around the world. So, when I decided to guit riding and go to university, I thought 'if Lavinia can do it, I can too' and a whole new world opened up for me... She was very happy for me when I started at EU because she knew what a great experience it had been for her."

Antonia Arl Campaign Delivery Junior **Accenture Song** BA in Communication & Public Relations & BA (Hons) in Business Management, 2023



Javier Oliver Executive Partner **Grupo Verlio**

Carla Ruiz

Program Deployment Manager Pricing & Quotation **Schneider Electric** Javier was born and raised in Mallorca but moved to Barcelona 25 years ago to study at EU. There, he met his Catalan wife, Carla. After their studies, they moved to the U.S.A. together to study an MBA and later returned to Barcelona, where they settled and now have a family. Their middle son, David, joined EU this year to carry on the family tradition and pursue a career in his passion, sports management!

Can you tell us about your journey since graduating from EU?

Carla: Before diving into our careers, my husband and I took advantage of the EU partnerships and enrolled in an MBA in the U.S.A. During my time at EU, I had interned in the automotive industry, so I had the opportunity to go back to the same company immediately after my MBA. I then changed sector and position completely to work in wine and spirits logistics, and later moved into the tech world. I am now in a global position where we manage IT programs.

Javier: After my MBA, I joined Bayer's finance department. I then had the opportunity to develop a startup company in automotive logistics before joining my family's business, which is also related to logistics. I built my career there, developing services for the cruise industry and also working on a super yacht project. The company has expanded to work with the U.S.A. and the Middle East.

I was always interested in knowing more about the competition, so I joined DB Schenker, one of the biggest logistic multinationals in the world. There, I learned a lot about global logistics but ultimately decided to move back to the family business, where I am now an executive partner responsible for sales and project development.

Javier, do you hope your children will continue in the family business?

I try not to push them to join because I believe they should be free to develop their own career paths. Whenever they are ready, they will have the opportunity to work with us and bring their own value to the company, but they are still young.

Carla, what does EU mean to you?

A lot! Obviously, I met my husband there and have recently celebrated 21 years of marriage, but EU was also my first step to a successful career.

Do you ever go to each other for professional advice?

Yes, definitely. Not just advice, we are also each other's therapist. We talk a lot about our professional experiences, difficulties or decisions we have to make.

Would you ever work together? Why/why not?

Actually, we did! One of our first work experiences was in the U.S.A. We both interned at the university. After that, we preferred to focus on our own careers. However, now we are starting to dream of working on family-owned projects. It is not the right time yet, but there is room to work on a project together in the future. We know each other's strengths and weaknesses and think we could get along very well.



Alexandre de Bergeyck

Entrepreneur ColdMountain SA & A-Decor sprl Senior UHNV Relationship Manager Credit Suiss

Xavier de Bergeyck Senior UHNWI Relationship Manager **Credit Suisse** (UBS Group)

Hervé de Bergeyck Co-Founder & Managing Partner **DDEL Portfolio Solution**

From: Belgium Lives in: Belgium Studied: BA in Marketing Management, 1987 From: Belgium Lives in: Switzerland Studied: Master of Business Administration, 1996 From: Belgium Lives in: Belgium Studied: Bachelor of Business Administration, 1980 Hervé is cousin to brothers Alexandre and Xavier. All three studied at EU and later furthered their studies in the U.S.A. Hervé had previously worked in banking and, 18 years ago, co-founded a wealth management company for private clients and small institutions focusing on passive asset management. Alexandre started working for a software company, which he says is the only time he has had a boss as he then became an entrepreneur in the real estate sector. He also opened a restaurant with a friend 15 years ago. Since graduating, Xavier has pursued a career in finance, including working in investment banking and wealth management. He is proud to be an EU Chapter Leader and is an active member of the alumni community.

Why did you decide to study with EU?

Xavier: For me, it was easy because my brother attended EU 10 years before me! My parents were very happy with the result and the knowledge that Alexandre gained. So, it was a natural choice for them to give me that opportunity too.

Alexandre: It was the same for me because I followed our stepbrothers, who had also studied at EU. So, it was a family thing.

Hervé: What attracted me was the opportunity to easily attend an American university afterward. The other attraction was the practical rather than theoretical approach to education. I think I was the first in the family to attend EU and, in fact, I was one of the first students at EU.

Xavier and Hervé, you are both working in finance, is this something that runs in the family?

Hervé: My father was in the army and none of my six children are interested in finance!

Xavier: My father was in real estate, so I think Alexandre got that bug from him. For me, it was a matter of opportunity. I discovered a passion for corporate finance at EU, which is something I'm very grateful for.

Do you ever notice similarities in the way you think due to studying at the same school?

Xavier: Maybe a hands-on approach and I think we are quite open to innovation. We're open-minded and we find it easy to make social connections.

Have you always been close as a family?

Hervé: We've got a family association in which

Xavier is extremely active. He sends us emails to invite us for a drink or family gathering so we see each other a few times a year.

Xavier, why is this kind of association important to you?

Xavier: I think it is important to most of the family. We gather occasionally to discuss family matters, but it also good to get to know each other better as the family grows. We want to share experiences and spend time together. We also have a family newsletter, Bergeyck News.

You're also very involved as a Chapter Leader, what interested you in this role?

Xavier: It's the same dynamic as with the family. It's part of your genes, you want to gather people around something you all share. The alumni events we have held have always been wonderful evenings. They bring back good memories from the best time of your life, so there's always some nostalgia, but we always try to bring new content.

What are the benefits of being part of the EU alumni network?

Xavier: There are several things you receive in exchange; it depends on the stage of your career. If you have just graduated, you are looking for a job, and a bit later in life you might be looking for a mentor. If you move to another country, you look for new contacts, or maybe you are looking to hire. The network is there for you when you need it and offers a lot of networking opportunities and educational content. There are a lot of alumni-hosted webinars with excellent content.

MATTERS

EU has always put a strong financial understanding at the core of its programs. As a fundamental part of any business, our alumni often reflect that finance and accounting are their favorite and most useful classes. This invaluable knowledge can be applied to many different sectors and even to private finances.

Alejandro Boutin CEO EMEA – Management Board Member **MAPFRE Assistance** CEO Logfret | NEOLink Spain

I am a bit of a mix; my mother is Spanish, and my father is French. I was born in Madrid but went to the Lycée Français in Madrid and New York. I have traveled to 97 countries and love to explore the world with my family.

I started working for MAPFRE as the CEO of the French business unit. At the time, they were losing a lot of money so my role was to turn things around and merge the new acquisitions. After three years, we succeeded, which led to my promotion and return to Madrid as the deputy CEO for Europe. Later I became the worldwide commercial director of MAPFRE Assistance Group, deputy CEO of business and customers and finally CEO EMEA. I also have had the opportunity to chair some companies and I was the deputy CEO for the World Tourism Organization for the United Nations.

People buy insurance because they have to, but insurance companies are transforming their product from a commodity to service solutions by creating partnerships which build around core insurance, such as adding life assistance programs to home insurance. Today, customers question paying the same premium as others who are at higher risk. So, we customize premiums based on your requirements and habits. With digitalization, you can now switch your insurance on and off, so it is more of an à-la-carte product, complete with the option for paperless insurance. We launched travel insurance that pays compensation directly if a flight is delayed, without paperwork.



I am now also the CEO of a digital logistics company and advisor to four companies. Being on a board is basically about networking, strategy and making sure you have a diverse team. We try to have fresh members on the board who aren't senior, but who have digital profiles and can help us to shape new business models. It is also important to make sure the board is balanced from a gender and culture perspective.

Studying at EU offered me four key elements in terms of skills and values. Firstly, it gave me international scale, not only through having classes in English but also helping me build a global network. Secondly, EU is very innovative and provides practical real-life experience. Thirdly, they look for strategic joint ventures to expand their brand and international network, and lastly, they provide you with strong values and work ethic. If you take advantage of these skills and values and are prepared to work hard, you can have a very successful career.

Max Koppenhöfer Strategy and Corporate Development **EY**

I was born near Düsseldorf and that is where I am based now. Before studying in Spain, I went to school in Austria and Germany and did my A-Levels in the U.K. I speak German, English and a little Spanish. I enjoy spending time with my family and friends and playing sports in my free time as I spend most of my working day sitting at a desk. Besides that, I'm really interested in politics and the finance industry.



While I was writing my thesis at EU, I started working in marketing at Fortuna Düsseldorf, which is currently a second division football club. After a couple of years, I moved to Hamburg to work for Navigon, now part of the Garmin group, where I was responsible for Benelux and the Nordics as an international trade marketing manager. At that time, e-commerce was evolving. I also took care of Amazon in Germany, which was a small player in the market then. Following that, I did a master in economics while working part time at L'Oréal in key account management.

I started working for EY about nine years ago, first as a bid manager and now I'm leading a PMO team for corporate strategy. Our work is very complex, but I usually explain it by saying that I tell stories with numbers. A key part of our daily work is to continuously monitor the current market situation, creating analyses and preparing leadership reports for decision making. We interact with many different stakeholders, gather and distribute information and make sure we ask the right questions. This helps us to better understand our position and analyze the competition, new market developments and regulations. All elements of the business play a part in corporate strategy but the customer should always come first: customer-centricity is fundamental. Customer needs and demands are constantly changing, so we have to adapt and be flexible. Corporate strategy is not about just focusing on one thing, but about identifying what is affecting you most, understanding the big picture and bringing together key insights to take the right future-oriented decisions.

Something I learned at EU that has stuck with me was to begin an answer with "it depends". It taught me to always consider other points of view, reflect and not take anything for granted.

Yulia Kozlova Financial Controller – Freight **Glencore**

I am from a small town in the north of Kazakhstan. I now live in Zug, Switzerland. Languages are my hobby and I speak seven: Russian, Kazakh, English, French, Spanish and Italian, and I'm currently studying German. I am married and have a daughter. As we live in an international environment and my husband is Italian, it's very important for me to be able to pass on my culture and roots to my daughter.

After my studies at EU, I returned to Kazakhstan and worked for a local company, but guickly realized that I wanted to work in a more international environment. So, I started as an external auditor at KPMG but, after about a year, I felt it was not enough, and returned to Switzerland to study a legal degree. I felt that the combination of finance and law studies, along with my language skills, would give me an edge in a very competitive labor market. After a year, I began an internship at a commodity trading company which then offered me a full-time contract. That was a life-changing experience which shaped and broadened my outlook. While visiting Guatemala, Nicaragua, Angola and Zambia, among many other countries, I learned a lot about local ways of doing business but was also immersed in their culture and traditions.

Then, I began working at Glencore as an auditor. I was promoted several times and currently hold the position of freight controller, responsible for overseeing the company fleet. I overview controls both on the operational and commercial sides.

I am a mom and I find my work extremely interesting. I feel lucky to have both. But in order to have a good



work-life balance, I need to be efficient. I'm obsessed with planning and timing and use the Pomodoro Technique to manage my tasks. This is a time management method in which you divide work into 25-minute intervals, followed by a short break.

Studying in Geneva gave me a chance to live another life because the city and campus are such a melting pot of cultures. My studies at EU were different from what I was used to: the professors would give us a business case to solve, and there was never a right or wrong answer. That was a tremendous contribution to my educational development because I face the same issues at work where there is no right or wrong answer. My work comprises these cases and ethical issues where I create or find solutions to suit everyone.

I recommend that students read as much as they can and participate in as many workshops and career fairs as possible. You will meet people from very different backgrounds with a wide range of expertise, and the more you talk to people, the more you will understand your likes and dislikes.

Alex Tavares Global Business Development and M&A Finance **Novartis**

I am happily married with two lovely children. I was born in Angola, but my family moved to Portugal in the 1970s due to the civil war. It was not easy to start a new life, but my parents ensured that my siblings and I had the opportunity to study and pursue our professional dreams. I am now based in Basel, Switzerland, but I have lived in Singapore and the U.S.A. I speak four languages fluently: Portuguese, English, Spanish and French. I love sports, including triathlons.



I started in the pharmaceutical industry twenty years ago by chance, but I instantly knew that it was my dream job. I was attracted to science and how it can serve society to improve and extend lives. I still pursue my Day One dream of working for the company that will find the cure for cancer.

I have worked for 5 MNCs (Novartis, Amgen, BMS, Warner Lambert and L'Oréal) and, in my current role at Novartis, I collaborate with scientists, physicians, statisticians, marketers and many other teams. It is very stressful, especially given that many projects fail, but also very rewarding, because the ones that cross the finishing line bring hope to patients suffering from cardiovascular, neurological and oncological diseases, among others.

As finance leader, I need to be sure these medicines can reach the maximum number of patients upon launch to maximize all the investments made by Novartis during 10 years of intense research and development. So, my role oversees the entire life cycle of each brand from discovery to commercialization. There is a perception that "health has no price" and therefore nor should the pharmaceutical industry. But I think people are gradually coming to understand that the pharma industry is a solution rather than a problem. For example, thanks to joint collaboration and research by pharma companies, regulatory bodies, public health officials and governments during the global pandemic, we were able to develop a vaccine in less than six months. It demonstrated that we need a strong and robust pharma industry fueled by innovation to improve our lives and allow each of us to live longer and better lives. I love my job and, even working in finance, I know that I can help improve the lives of millions of patients suffering from multiple diseases around the world.

Maira Fontes Investment Manager **YIELCO Investments AG**

I grew up in the U.S.A. and Brazil, but I've been based in Munich for the last 24 years. I speak Portuguese, English, German and Spanish. I'm a bit of a mix and match of diverse cultures.

My career path is definitely unconventional. I came all alone to Germany when I was only sixteen years old to study classical ballet. After my studies at the University of Performing Arts, Munich, I was immediately offered a job at the esteemed Bavarian State Ballet, where I danced professionally for thirteen years. After years of dancing taking a physical toll, and aware that a dancer's career is limited in terms of longevity, I decided that it was time for a career change. I feel incredibly fortunate that my parents encouraged me to continue pursuing my academic goals, even though I achieved remarkable success as a dancer. It's not common for individuals in the performing arts or elite athletes to pursue their academic studies while they are at the peak of their careers. At that stage in my life, I had already completed a business degree, and EU Business School was my first choice to further my studies as they offered an MBA program in English in Germany.

I started my MBA at EU in 2014. The journey was arduous, with many hours of study and hard work, but it ultimately culminated in my graduation. I didn't know where this path would lead me but life, as it often does, presented me with unexpected



opportunities. It all started with a lecture at the EU campus in Munich by one of the founding partners of the company I work for, who happened to be a former student at EU Barcelona. This encounter paved the way for a job at YIELCO Investments, an investment firm here in Munich. I began there as an apprentice and gradually progressed from an investment analyst to a senior analyst, eventually assuming the role of manager within the company.

After a very special commencement ceremony, where I delivered the class of 2015 speech and won Best GPA and Best Graduate Student awards, I kicked off my career in finance. I managed the apprenticeship, completing my dissertation while pregnant and having a baby. It was challenging, but opportunity came knocking and I could not say no!

I have two pieces of advice for students: the first is that hard work always pays off! And the second is that networking is key. It was through EU Business School's extensive network that I secured my current position. Business success has always revolved around meaningful connections and relationships – so never underestimate the power of networking!

Pau Fernandez CFO **Ukio**

Throughout my career in startups, I've had the opportunity to learn, grow and make a significant impact on the business world. From my early days as an auditor to my current role as CFO at a rapidly scaling company, the journey has been both challenging and rewarding.

After graduating, I embarked on a career in finance. I worked as an auditor at EY for two years before transitioning into a controller role. Eventually, I became a finance manager at a real estate company. However, the 2008 financial crisis forced the company to close its doors, leading me to pursue an Executive MBA.

During my MBA program, I realized that I wanted to venture into the world of startups rather than continue my corporate career. I took the plunge and created my startup, which unfortunately failed. But this setback only fueled my determination to succeed in the startup ecosystem. Over the next nine years, I joined and helped build several startups, four of which were successfully sold, with the last one, Factorial, achieving unicorn status.

Currently, I am the CFO at Ukiyo, a company focused on solving the mobility challenges faced by people working or living in different European cities. In this role, I lead a team of 15 finance professionals and oversee our company's financial management and funding strategies. What attracts me most to the world of startups is the opportunity to make a significant impact and solve real-world problems. Startups grow at an astonishing pace compared to



traditional companies, and being part of that growth is exhilarating.

As a leader, my approach is centered around empowering my team and fostering a people-first culture. I believe in building trust, delegating responsibilities and supporting the professional growth of my team members.

Reflecting on my journey, I credit my time at EU for instilling in me the mindset of thinking critically and seeking multiple solutions to problems. The education I received emphasized that there is no onesize-fits-all approach to success, and this has been a guiding principle throughout my career.

For current EU students aspiring to work in tech startups, I advise them to develop a strong mindset and surround themselves with a complementary team. Working in a startup requires resilience, adaptability and the ability to think like a visionary leader. If you're passionate about innovation, eager to make a difference and ready to embrace the uncertainties of the startup world, then this could be the perfect path for you.

Our Alumni in Numbers

Our community of 30,0000+ alumni successfully work and live across the globe. Learn the top facts here.



WHERE OUR ALUMNI LIVE AND WORK





TOP INTERNATIONAL ORGANIZATIONS



European Commission



UNICEF



United Nations Economic Commission for Europe



World Food Programme



World Health

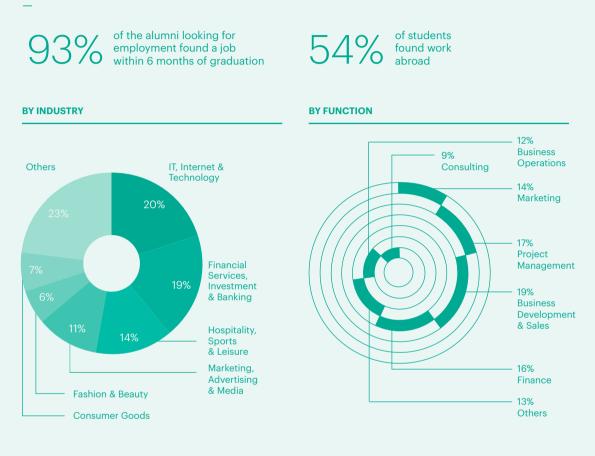
Organization



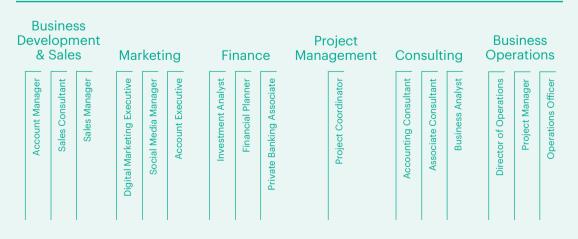
World Economic Forum

Our Bachelor's Graduates

Our bachelor's graduates of the past five years have successfully entered the international workplace. See the top facts here.

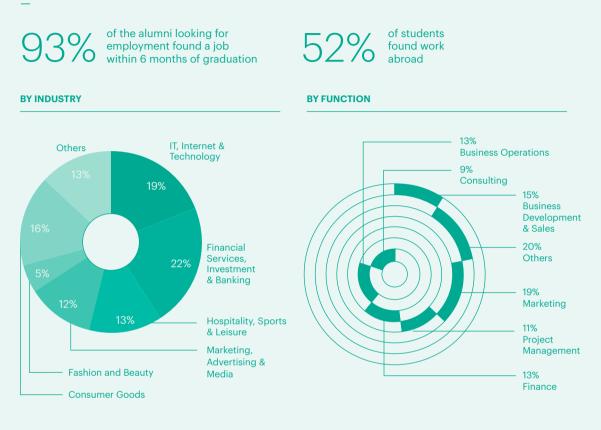


MOST POPULAR JOBS

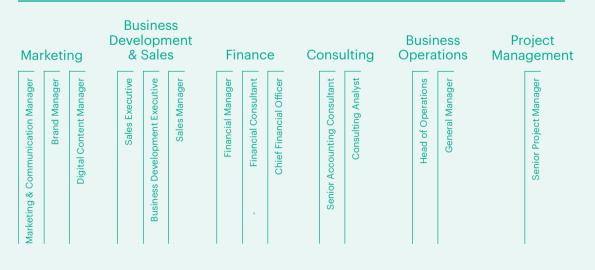


Our Master's & MBA Graduates

Our master's and MBA students of the past five years gained the business acumen to get ahead in their careers. See the top facts here.



MOST POPULAR JOBS



Philip Sallerfors Assistant Vice President **Morgan Stanley**

I've lived in Sweden, Denmark, England, Luxembourg, Spain and Vietnam, among other countries, and now I'm happy to be back in Barcelona where the work-life balance is unmatched. If I'm not spending time with my girlfriend and dog, you can find me in the gym lifting weights, discussing philosophy for hours or trying to learn Spanish.

Putting a successful career on hold, you went on to complete an MBA specializing in HR at EU. How has your career progressed since graduating?

Initially, my plan was to steer clear of a career in finance. I had also realized that I didn't enjoy the purely practical aspects of HR as much as the philosophical elements. First, I moved to Luxembourg and worked at Credit Suisse and then JP Morgan. Subsequently, I moved to Stockholm, Sweden, where I worked as a project manager for IPO, taking companies through the IPO process onto the stock market.

Now I'm back in Barcelona at Morgan Stanley, working with equity compensation planning. This mix suits me, because I have a background in HR, finance and banking and this role encompasses it all.

What encouraged the shift from purely financebased roles to project management within the finance industry?

Purely financial roles tend to be a little bit process oriented. With management roles, you have more responsibility and control. A project has a beginning and an end and then you start over with the next



client. You learn something new that way rather than having a continuous flow of day-to-day tasks.

How would you say technology is revolutionizing the finance industry?

Technology has meant that complex processes are more streamlined and easier to navigate and manage. For example, an employee-share purchase plan (through which employees contribute yearly to buy shares within the company) can now be managed as a "one-stop shop" through a digital program. This makes it easier to manage, both for us and for the client. Clients can then implement new plans, which are no longer spread out across different systems or listed on an Excel sheet, but are all managed through one program.

Startup Go-Getters

After building a strong entrepreneurial mindset, many of our alumni go on to create their own companies. Our graduates strive to make a difference and their innovative spirits guide them to find gaps in the market in which they can develop and expand.

Laura Gertenbach CEO Innocent Meat Founder Oberlecker and Gustaafs

I was born and bred in Rostock, Germany, where I still live today. I have also lived in the U.S.A. and Spain, and I speak German, English and Spanish. Having three businesses keeps me busy and I spend the little free time I have with my family. We love being outside and enjoy going biking, camping and spending time in nature.

Could you tell us about your career journey since leaving EU?

One of my EU lecturers helped me find an internship in a hotel but through this experience I realized that the tourism industry wasn't for me. I decided that I wanted to be my own boss. I always wanted to start a company and what I really liked about EU was that the lecturers encouraged me.

Could you explain the science behind cultured meat?

The idea is to generate meat from stem cells which are derived from tissue engineering – a process usually employed to grow organs or whole tissues for medicine. You take a biopsy and then generate stem cells from the sample. You then feed the stem cell in a bioreactor and, after ten days, you grow muscle meat in one bioreactor and fat in another. Another way would be to take a hair from an animal and use GMO technology to reprogram the hair to become a stem cell.

Why do you think consumers will turn to cultured meat?

Conventional meat is becoming more and more expensive. We assume that consumers are concerned

about the environment, but inflation shows us that they go for inexpensive products.

Despite the price increases, meat is still inexpensive compared to plant-based meat. The population is rising, so natural resources are becoming increasingly scarce which will lead to higher meat prices. When you have a product like cultured meat, which is potentially a less expensive version of the same product, I think the consumer will go for that. The texture is different, but the taste is the same. Real meat-eaters won't be convinced by plant-based meat: they may try it, but they won't purchase it again.

What is the future of cultured meat and how do you think it will change the farming industry?

Cultured meat has the potential to be a good alternative to conventional meat production. I really believe animal breeding will continue, but the focus will be on higher quality, and so conventional meat will become a luxury product. I think farmers will become part of the process when it comes to introducing cell media to feed the cells, because you need the ingredients they produce, and they have the land and experience to culture crops. It will definitely be a fundamental change to the whole industry.

Konstantin Kottutz Entrepreneur **Peryton Advisory**

Having lived in the U.S.A., France, Russia and Sweden, I'm now based in Munich, Germany, where I was born and raised. I love spending time on the slopes and keeping active playing all kinds of sports.

How did your career progress after completing your studies at EU?

Upon graduating, I spent time completing internships with German companies like BMW, as well as finance companies including a private bank, to gain more experience. After finishing another internship at one of the big four auditing firms, I joined BNP Paribas where I started my career as an analyst in investment banking.

How did your career in investment banking lead to the founding of your own company?

I met my co-founder, Jochen, when I was working at BNP 14 years ago. We stayed in touch once I left and went to work for other companies throughout Europe. About two years ago, I finally convinced him to start Peryton with me. I had spent a couple of years working in tech in the finance sector where Iheld sales and business development roles. But we wanted to go back to the roots of business and that's what we do now: we advise corporations and investors when investing into or acquiring companies and, from time to time, we invest in companies ourselves. We also advise entrepreneurs on raising fresh capital or families and owners when selling their businesses.



What first interested you in working with mergers and acquisitions?

As a student reading about the sector in the newspapers, I was already curious about what goes into all those negotiations and big deals. At first, when you learn about how it's done, it's fascinating. But when you start going deeper and learn more about the business behind it, you realize that it's an extremely interdisciplinary field where everything has to come together perfectly. It's very technical on the analytical side but there are also a lot of soft factors in terms of negotiation. You also have to understand business models and how they fit together, create value and create synergies. And so, every day really is different.

What made you want to be an entrepreneur?

When I graduated, I already had the desire to start my own company. I felt like I needed to go into finance or investment banking first in order to acquire the necessary tools, such as essential analytical skills and an understanding of different business models, in order to ensure success before jumping in – but the entrepreneurial mindset was already instilled in me.

Simon Z. Denhere II Founder **Stima Motors**

I'm from Harare in Zimbabwe and I currently live in sunny Barcelona. I speak Swahili, Spanish, English and Shona and have also lived in Kenya and South Africa. Spending time with my dog, Coco, is really important to me, and I also enjoy traveling to places full of history and culture. I enjoy discussing current global affairs and being part of platforms that seek solutions to problems that arise in the world.

As soon as I graduated, I undertook a market-branding internship at Seven Roots Venture Capital. In this role, I took on new startups, redesigning and commercializing them. My managers were focused on circularity and sustainability, so all the businesses we took on were related to those issues. Some of the projects I worked on included Yugo, a model that takes old car tires and recycles them into leather, and Mariona Vilanova, which rethinks female holistic care and encourages the use of sustainable makeup.

I then had the opportunity to develop my own electric mobility startup, creating an electric motorcycle for East African motorcycle taxis. Coincidently, our first angel investor was also an EU alumnus who is very enthusiastic about disruption and tech entrepreneurship. Together, we are currently developing three sustainability startups, all in the imminent launch phase. Firstly, we have Stima Motors, the electric mobility startup; the second is a biofertilizer that we hope to start producing in the southern African region; and, finally, we have a project designed to help African governments establish a digital currency, which will aid positive social development in the countries in which we will operate.



We have turned our initiative into something that drives positive impact development for developing nations by making sustainability inclusive. We came to understand that many sustainable technologies are not inclusive or designed for people on lower incomes, even though they make up the majority of the world's population. Unless you make technology accessible to all, you will never fully achieve sustainability.

My career has been heavily based on connections made with fellow EU alumni. During my journey, I have met a lot of investors, some of whom wouldn't commit because they were looking for a different portfolio. I learned that if you can't make your voice heard, use the community around you to make the message louder. There is more power in community than people realize.

Farah Ragheb Founder & Director **The Simplified Model**

I'm of Palestinian decent, and was born in Los Angeles, U.S.A., grew up in Canada and now call Copenhagen, Denmark, home. I've lived across the globe in places like Hong Kong and Kuwait, speak English, Arabic, Spanish, a little French and I'm learning Danish. I enjoy fitness, spending time in nature, connecting with friends and cooking. I especially love Middle Eastern cuisine because it's so nourishing and there's just so much variety.



After graduating from EU, I ventured from Barcelona to the Middle East, pursuing my dream job at the time with Topshop and Topman. There, I played a pivotal role in launching and establishing the brand's presence throughout the Middle East region. After that, I took on a new chapter in Hong Kong, joining Lladró, a prestigious Spanish brand from Valencia.

In parallel, I offered consulting services to a diverse range of businesses, spanning startups, mid-sized enterprises and established companies. Simultaneously, I served as the lead marketing consultant at the Architectural Association School of Architecture in London, providing guidance on branding and marketing for over 50 design and architecture workshops worldwide.

My journey then led me to Copenhagen, Denmark, where I assumed the role of CMO for a heritage retail brand. Here, I led the digital transformation and established e-commerce platforms. Shortly after, I received an exciting opportunity to spearhead the rebranding of Lenus, one of Denmark's top 10 scale-ups based in Copenhagen but with global reach. Over the past 18 years, I've worked with companies of various sizes and with leaders across different industries and regions, leading me to discover opportunities for improving our lives and the way we do business. In 2016, I founded BUENA ONDA, a lifestyle brand that releases only three items every summer. It was driven by a desire to transform the retail industry's taxing and environmentally depleting business model. At BUENA ONDA, we prioritize authenticity, placing people at the heart of our brand. We believe in taking our time, embracing creativity and leaving room for spontaneous inspiration.

I'm passionate about the simplicity and radiating virtues of a slower approach, as it fosters sustainability by creating clarity in business while promoting personal wellbeing. This perspective has inspired me to inspire others to interconnect balance in their professional lives, leading to the debut of The Simplified Model in March 2021. Through this platform, we empower entrepreneurs and business leaders to embrace four core principles: simplify, connect, innovate and give back. Our aim is to guide individuals in understanding and harnessing their mindset for holistic personal growth.

Louis Hendriks Founder & CEO **Global Value Web**

I live a nomadic life, but I still call the small town where I was born – Liessel in the Netherlands – my home. I was always fascinated by patterns and have applied that to my work helping global businesses to transform their value chains or networks. With Global Value Web, I run a global business that allows me to travel the world. I spend a lot of time in India and plan to learn Hindi once I retire. I'm a big fan of cars (including electric cars), racing and staying fit, and, when traveling, I make the most of it by exploring all the nooks and crannies of each city I visit.

I'm a firm believer in having an open, international mindset. During my time at the European University, now known as EU Business School, I broadened my horizons because it was truly an international group. Learning did not stop there, and I am fortunate to have developed a broad set of skills in my early years. After completing my MBA in International Management at EU, I knew I was pretty good at finance, data and the inner workings of global companies. The information technology sector was emerging, and I was really drawn towards new ways of global collaboration. I landed a role at Capgemini because, at the time, there was a gap in the company for business-minded people, as they primarily focused on academic. IT-orientated individuals. Soon I was traveling the globe, working with large companies to apply automation to transform their global operations.

At Capgemini, I worked for large companies in the domains of energy, global logistics, telco, finance and life sciences, applying network thinking in order to improve their customer-centric value chains, as I call them. I used the experience I had gained to found Global Value Web in 2006, where true domain knowledge ensures implementation of the best



operational execution possible. At first, I believed we would help small companies to become global: in fact, we helped already large, international enterprises to expand their global operational capability and capacity, always using the "People, Data, Process and then Technology" mindset. Within months, Johnson & Johnson signed up as our first large client, proving that it's not the size of the company that matters, but the people behind it and the value they bring to company operations.

Transformation is continuous. Many big corporations still need to make the most of the resources available today, and not just for the current Net Zero transformation. There's plenty of opportunity out there for advanced automation: unfortunately, far too many companies have boxed in their people, technology, processes and their data – and then they try to connect those boxes. Businesses need to transform, remove these restrictions, and get the data flowing through their globally extended organizations. We at Global Value Web just speed up that transformation through innovation in collaboration. That's how I, with a bigger team, add more value.



I am known for my spontaneous and passionate nature. At one point, I had planned to move to London to study law. However, after spending a mere month in Barcelona, I made a decisive change of course and opted to pursue a business education at EU, a decision I consider to be one of the best I've ever made.

Following my academic journey, I ventured into the realm of customer relations within the airline industry. Eventually, I assumed responsibility for my family's Italian restaurant. Later on, I was headhunted to launch a bistro from scratch for Sweden's largest retail corporation. Subsequently, I returned to Barcelona, where I was sought after by a law firm. Here, I began working extensively with intellectual property (IP) rights, an area I felt was my true calling. This experience ultimately culminated in my decision to establish my own enterprise in the field of IP law.

My lifelong aspiration had always been to become an entrepreneur, fueled by my fascination with the legal industry. I firmly believe that lawyers often lack a comprehensive understanding of business as a whole. When working with IP, it is imperative to view

Roya Sayadi Founder **Sayadi Law**

Originally hailing from Tehran, Iran, I was raised in Sweden, and I currently reside in Gothenburg. My life involves frequent travel between my hometown of Stockholm and bustling Barcelona due to my business engagements. Over the years, I have also called Amsterdam, Munich and London home. I'm fluent in Farsi, Spanish, English and Swedish. My passion lies in generating innovative business ideas, and I have an insatiable appetite for learning. During my leisure time, I enthusiastically pursue adventurous activities. Sports like tennis, paddle, squash, yoga, and running are among my favorites. Yet, I also relish the simple pleasures of savoring a delightful meal and engaging in stimulating conversations with friends.

the business from a holistic perspective. The advent of the global pandemic thrust us into a digital world, making brand protection a paramount concern in the business landscape.

My genuine love for the world of business inspires me to offer invaluable information and support to fellow business owners. The services I offer encompass trademark, patent, copyright, office action infringement and legal advice. I firmly believe that IP protection is not only an asset but also a wise investment. Safeguarding your brand provides the peace of mind that your market won't be infiltrated by competitors overnight.

For aspiring small business owners, my advice is to wait until their concept is proven before embarking on the path of trademark registration. I am actively developing a course to empower early-stage entrepreneurs with the knowledge and tools to navigate this process themselves.



Sofia Abdulkadir Founder and General Manager **Sofia Media**

I was born in the southern part of Ethiopia, and I currently live in Addis Ababa, our capital city. I have also lived in the Netherlands, where I went to a British high school and studied my bachelor's degree. I speak our native language, Amharic, and English. I am married and have a 3-year-old son, and in my free time, I like to watch movies.

I knew that my passion was education and I really saw the gap between school and real-life skills. I started reading and listening to audiobooks on self-development and gathering mentors who were successful in our community. I wanted to make this information more accessible to young people.

One Sunday morning, I was lying in bed listening to a radio show in which a guy was talking to the audience and reading out comments and correspondence that he received. It was really beautiful. Most of the self-development programs I had been listening to were all in English, and this was an English radio station so I thought it would be a great place to share my learning. I hadn't studied journalism or ever set foot in a studio before, but I contacted the host, and he invited me onto the show. I went to the studio manager the next day and asked for a few hours to share audiobooks, talk about what I was reading, and chat with my mentors. I was scared at first, but I ended up doing the show live every Sunday for three years!

I called it The Greatness Show. I had different guests and we used to broadcast audiobooks by famous self-development teachers. I then decided it was time to move to an Amharic station so that we could reach a larger audience in Ethiopia, followed by setting up a YouTube channel so people could see us face-to-face. We were producing a quality show and already had a follower base, so I thought, "Why not put it on TV?"

We have hosted over 200 guests, including experts on leadership, entrepreneurship and psychology. Some guests teach and others share their experiences, like the world-famous runner, Haile Gebrselassie. People can learn from their experience and understand how they got to where they are.

At EU, I learned how to summarize and synthesize ideas and use critical thinking. My work requires me to study subjects deeply and present them in a way that the audience can follow. I was also able to gain the confidence to pursue what I wanted, and know I had the ability to do it. I am grateful for that and the teachers and classmates who have supported me in their own unique ways. The experience definitely shaped me into the person I am.

People & Culture

In recent years, HR has certainly experienced a significant disruption. Employers have had to reevaluate and restructure their current processes and are striving to find a manageable work-life balance while advocating diversity, equity and inclusion. Our alumni bring a global background and sophisticatd communication skills to the table.

Willem Botha E2E Support Framework Process Solution Lead **Roche**

I'm originally from South Africa, and I moved to Germany in 2014. I currently live in the charming town of Carlsberg, just an hour away from Frankfurt. As I sit down to reflect on my career journey and my experiences leading diverse and agile teams, I am filled with a sense of gratitude and excitement. I have been fortunate to embark on a professional trajectory that has been both fulfilling and rewarding.

My decision to pursue higher education was driven by my desire to have an internationally recognized degree. With this goal in mind, I chose to join EU and completed my program in 2017, which equipped me with the necessary credentials to explore new opportunities on an international scale.

After graduating, I ventured into finance and controlling, assuming managerial positions in Germany. These experiences not only sharpened my financial acumen but also provided me with a solid foundation in leadership.

In 2019, I was presented with my first opportunity to lead a team with my new company, which allowed me to cultivate my skills as a people manager. Witnessing the growth and development of my team members was immensely fulfilling, and it further ignited my passion for leadership.

In my current role as Process Solution Lead, I lead agile teams as part of a matrix organization working with people across different locations and with different cultural backgrounds. As a people leader, my primary focus is to nurture the growth and well-being of my team members. I believe that investing in their



professional development not only benefits them individually but also contributes to the overall success of our projects and organization. Leading a diverse team scattered across different time zones certainly presents its challenges. It is essential to create an inclusive and collaborative environment where every team member feels valued and supported.

One of the key principles I adhere to in leading agile teams is the importance of effective communication. Regular check-ins, clear expectations and open lines of communication help foster trust and alignment among team members. By embracing an agile mindset, we can adapt to changing circumstances, respond to challenges swiftly and deliver high-quality outcomes.

Leading agile teams is a continuous learning process and has taught me the value of empathy, effective communication and adaptability. As a leader, I believe in empowering my team members, enabling them to realize their full potential and contribute their unique perspectives to our collective success.

Pedro Coelho Senior Vice President **Talentmark**

I'm from Portugal but I now live in Barcelona. I have also lived in the U.K., Poland, Colombia and Brazil. I speak Portuguese, Spanish, English, French and Polish and I'm a big sports fan – anything from running to volleyball. My entrepreneurial mindset plays a part in my hobbies as I enjoy building businesses from scratch and watching them flourish. Recently, I bought a property in Barcelona, so I am also working on that renovation project.



Tell us about your journey since graduating from EU.

One day, I was at a football game and started chatting to the guy next to me, who was the owner of an FMCG (fast-moving consumer goods) company. He discussed the inner workings of chicken production as a business. I suggested selling in Pakistan as the economy was weaker, so the purchasing power was lower. Also, the predominant culture is Muslim, so pork is rarely consumed. So, he asked me to create a business case and offered me a research analyst job, where I joined him in sales and exports. The company later asked me to step in as an exports manager. From there, we took the business from around €700 million in sales to about €1.8 billion. We transitioned the company and sold it for a large sum.

I decided I wanted a fresh career start and moved to London for a life-sciences recruitment position. I went from consultant to manager in two years, after which my current employer offered me a different, jack-of-all-trades role. I quickly moved into a managerial position and built the interim solutions division. After a couple of years, we sold the business to a private equity firm for seven digits. Now, I help to retain business and continue developing.

What is the key to rapid career growth?

First, you must have ambition; if you aren't determined to do more and better, you just won't be able to succeed. Being humble is a key feature of being a good leader. If you are truly yourself around others and people relate to you as a person, you'll be able to build great teams with people who are loyal to you and your business.

What skills or concepts did you acquire at EU that have helped you during your career?

The financial learnings have been with me every day for almost a decade. The multinational network is also invaluable as you learn how to do business with different cultures.

What advice do you have for job seekers?

Believe in yourself. We live in a society where people don't have very high self-esteem, and neither did I when I joined this industry, but now I am way ahead of what I saw myself doing. Many people find jobs like I did because they are just in the right place at the right time, and, importantly, can converse and build relationships with people.

Zach Traer Global Talent Acquisition Partner **Talkwalker**

I'm originally from Quebec and I currently live in Luxembourg. I speak French and English, and I also speak some German, Luxembourgish and Arabic. I was a basketball player for 25 years but recently I retired from playing and started a new career as a referee. I have also played golf for a long time, and my other interests include learning new languages, reading and dancing on the weekends.



Tell us about your career journey since leaving EU.

When I finished EU, I was looking for jobs in Germany, but it proved to be difficult because I didn't possess German-language skills. I took some time to disconnect, returned to Canada and visited my wife in Luxembourg. I handed out my CVs and one recruitment agency asked if I would consider recruitment; it had never crossed my mind but I thought it could open a door to launching my career. Two weeks later, I had packed my bags and moved to Luxembourg. That is how I got into this career and I have never looked back.

You describe yourself as a humane recruiter, what do you mean by that?

Being a humane recruiter is having the candidate's best interests at heart. I'm employed and paid by a company but, at the end of the day, I'm in the business of people. What's most important is to treat people with respect, respect their time and advise them.

Throughout the recruitment process, you learn what motivates a candidate and what direction they want to take in their career. You can tell early on if what you're offering aligns with what they're looking for. There are a lot of good recruiters who will be able to land a person a job, even if it doesn't fit exactly what they're looking for, but there are a few great recruiters who will understand that you might be able to do the job but it won't bring you closer to your personal and professional objectives. I have gone against my own interests and redirected candidates many times because I knew there were some doubts.

Being transparent is also important, especially when it comes to salary ranges because money is always an emotional discussion. We have families to support and bills to pay so you need to get your money's worth. I bring it up in the very first discussion, which is always greatly appreciated by candidates because there are no surprises at the end of the process.

What is your favorite question to ask a candidate?

Tell me about your story. That is how you really get to know people. I love it when people are open and tell me about their families and upbringing — I don't want to hear their whole career path; I can see that on their CV.

Tia Liogas Senior Manager, DEI Programs **Grainger**

I'm Chicago-born with Greek roots. I live close to where I grew up in Illinois, U.S.A. I speak English, am semi-proficient in Greek, and I'm also fluent in Spanish having lived in Barcelona, Spain, and Santo Domingo in the Dominican Republic. I love traveling and consider myself a big foodie, so I'm always looking for new dishes and restaurants to try.



Tell us about your career trajectory since completing your studies at EU

After graduating, I worked in human resources in Barcelona, and shortly thereafter moved to the Dominican Republic. When I moved back to the U.S.A., I took on an HR role again and worked on a large acquisition before moving to the company where I work today. Since moving to Grainger seven years ago, I have held HR business partner roles, and now I'm on our diversity, equity and inclusion team.

How has diversity and inclusion evolved?

At the start of my career when we discussed diversity and inclusion in the workplace, it was very much focused on race and gender. Now we know DEI is reflective of different identities, experiences and beliefs.

What is one of the biggest challenges that diversity, equity, and inclusion professionals face?

Accountability. There is still the belief that DEI is the responsibility of HR or the diversity and inclusion team, but everybody plays a role and is accountable.

What can businesses do to promote diversity, equity and inclusion?

Raise awareness, educate and encourage. Encourage

people to come together to build a community. Have employee resource groups in place or facilitate teams coming together to discuss topics that might be considered controversial, and encourage conversations to connect, foster inclusion and promote understanding of differences.

What role do employee resource groups play in diversity and inclusion, and why are they important? These groups are an incredible way of building safe spaces where employees can come together to connect and share their experiences and encourage each other.

Are there any major trends that you think will change diversity and inclusion in the future?

Gen Z is coming into the workplace. It's important to this generation that companies are good corporate citizens, and that will pave the way for greater progress in this space.

What has been your proudest professional achievement?

One of my biggest achievements was earning my MBA from EU. I felt very accomplished and learned so much.



Lubna Arab HR Business Partner **Amazon**

I'm originally from Jeddah in Saudi Arabia, which is where I still live, and I speak Arabic, English and Spanish. In my spare time, I love to do handicrafts, including crocheting, which I have now turned into a small business.

When I started at EU, I was working as an organization development specialist in a local construction company. After graduating, I joined Al-Futtaim as an assistant manager within HR operations. Later, I had the opportunity to work with Amazon as an HR business partner for delivery stations in Saudi Arabia. At Amazon, we refer to HR as PXT: people, experience and technology. We focus on engagement, diversity plans and HR operational work, along with enhancing the overall employee experience.

Before your MBA, you studied computer science. What made you change to HR?

When I graduated in computer science, I began to work in HRIS (HR information systems), so the two areas are linked. I was taking care of the system, but I didn't know what the data related to, which was a challenge. I decided I wanted to pursue a career in HR and saw that EU offered a blended program, so I could visit the campus while having my classes online, which meant I could continue to work at the same time. It was the perfect setup for me.

How can you engage employees?

We create development and engagement plans for the warehouse associates. We do raffle draws for

the best performers and have ice cream days. We also have programs in which we recognize the best performing employees, ensuring they feel appreciated and engaged. For example, I worked on a project called Smileys. Through this program, direct managers give out smileys to the highest performers, which can be exchanged for products we sell.

Employees need to feel satisfied with their work environment, especially when they are working long hours. Work is our second home, so it has to be a comfortable and friendly place. If our associates are facing challenges, we work on tackling them to make their job easier.

What is key to building diverse and inclusive teams?

It is important to build and encourage a safe culture for both locals and expats. This is why we provide coaching sessions on diversity to make employees more aware of the issue. We also check that the workplace is safe when hiring people with disabilities and, if not, we speak with the facilities team to see how we can create a better working environment.

A Life of Luxury & Leisure

The ever-evolving luxury industry promises demanding yet rewarding career prospects. Our alumni are all too familiar with the hard work and dedication it takes to succeed in this attractive sector and have gone on to work for elite companies across the globe.

Hans de Visser Managing Director/ CEO BMW Group Malaysia

I'm from Tholen in the Netherlands and I live in Kuala Lumpur, Malaysia. During my studies, I lived in Belgium, Switzerland and Madrid and later moved to Dubai, Russia and Malaysia. I speak Dutch, English, German, Spanish and a little Russian. My hobbies include skiing, running, swimming and I am a motorbike fanatic! I love to ride on racetracks, especially in Spain, but I have also enjoyed off-road riding in South Africa and Chile.



EU Business School has always been cutting edge. I did my bachelor's in the Netherlands, and it was very theoretical, but EU had a completely different environment with professors who came straight from industry and had their own businesses. It was much more business-orientated than anywhere else I had studied before.

I was always very keen to start my career in the automotive sector and, after EU, I was able to pick up a great job. The European headquarters for Nissan opened in Amsterdam and I was one of the first European employees to join them. They really appreciated my entrepreneurial mindset, experience and international orientation. None of the other students had that uniqueness at the time.

After a couple of years, I had the opportunity to go to BMW and I have now been working with them for three decades. I am always challenging myself and changing job every three to five years. It is important to explore your horizons and it keeps you creative and motivated. We must always keep growing. The greenest car on Earth should come from BMW. Now the race is not about being bigger or faster but taking one step further toward circularity. There is enough plastic in the world, so we have to reuse materials. At the last IAA motor show in Munich, we presented a car that is 100% circular, made entirely of recycled materials. It's a visionary model but the next generation of cars will be completely circular. BMW is very relevant for the next generation because sustainability and circularity have become the core of the brand. We were one of the first in the world to build electric vehicles, which we started nearly 10 years ago, and now the second and third generation of improved electric vehicles are being produced. I think BMW is leading the premium segment.

For me, "sheer driving pleasure" is when I get back from a business trip, step into my car and feel I am home. Pleasure has everything to do with love. Wherever you are in the world, if you meet someone and they see the BMW logo, they will start talking about the brand and the passion, love and desire they have for it. That is unique and it's what separates BMW from the competition.

Irina Kozlova Senior Product Marketing Manager EMEA **The Estée Lauder Companies Inc.**

Originally, I'm from Russia. I was born in a city called Perm in the Ural mountains. Then, I moved to Moscow, then to Geneva, back to Russia and now I am based in Paris. I speak English, Russian and French. I love sailing, traveling and Pilates.

After my studies, I returned to Russia. My MBA from EU gave me a great start as I almost doubled my salary! I had broader responsibilities and began managing a team. Since then, I have always worked in international companies. I worked for one of the biggest vitamin brands in Russia, which is part of Sanofi, then returned to the beauty industry, after receiving a great offer from Estée Lauder. I joined them as marketing manager for two premium brands, La Mer and Jo Malone London. I worked for them in Russia for over five years, leading marketing and commercial business for the brands. We worked with the whole region, which comprised seven markets. Then I took a product marketing role in Paris, managing 14 affiliates and premium fragrances for the EMEA region.

What effect have influencers had on the beauty industry?

When we talk about media, it's either earned media, paid media or owned media. Influencers could be part of earned media, paid media or something in between. Now, they're becoming one of the biggest



marketing tools and partners for earned and paid media collaborations, especially for smaller-budget brands. Influencers help build the positioning of brands and increase awareness through word of mouth. They are one of the most important touch points as consumers trust influencers and want to use the same products as them. However, there is always a risk, as influencers can post anything they want and might not like your product or be working with your competitor. You can never have complete control over the outcome.

What did your time in Geneva do for your career?

It was a very important time in my life. The careers department at EU gave me some great advice, helped me with my CV and even organized a photo shoot so I could get a great profile photo. I got an internship in international marketing at L'Occitane en Provence, which had both a short-term and long-term influence on my career. I was able to raise my salary and position when I returned to Russia and, over the long term, my international education and work experience abroad led to my relocation to Paris.

Maria Vesleme Director of Human Resources **Katikies**

I come from the beautiful country of Greece and grew up with morals and ideals stemming from Greek history and ancient Greek mythology: loyalty, hospitality, teamwork, intuition, ingenuity, justice, respect and athleticism. I have traveled around the world and lived in the U.S.A., where I studied my MBA in Human Resources Management.

Upon my graduation from EU Business School, I embarked on an exciting career journey and have been able to work with some incredible companies. My first experience of working in human resources was with an insurance company, after which I moved into the entertainment and food and beverage sectors, where I established HR policies including recruitment, employee development and training.

Later, I accepted the position of Director of Human Resources for the first amusement park in Greece. I was the first person hired, and, when I left, 100 employees were working in this amazing environment. I built everything from scratch – processes, procedures and guidelines – which laid the foundations for this company to become the undisputed leader in its field in the whole country.

In 2006, I decided to transition to the growing hospitality industry, which was flourishing in Greece, particularly after the 2004 Olympic Games in



Athens. I started working for the best resort in the country, under the management of Starwood, set on a pine-clad peninsula in the suburbs of Athens. I remained in this role for 10 years, during which the resort also underwent its own change journey, with a major renovation and change of management to Four Seasons Hotels & Resorts. I had the unique opportunity to open the first Four Seasons hotel in Greece, creating its HR department and working with the local authorities for ensuring all local legislation, risks and controls were in place to guarantee the success of the resort. HR policies and procedures. training and development, selection and recruitment, performance appraisal, and many more HR initiatives were launched and implemented during my 14 years at the resort. Later, I was responsible for HR across 14 hotels for a hotel management company and now I am the Director of Human Resources at Katikies Hotels, a luxury hotel group which operates eight five-star hotels on Greece's most beautiful islands. Santorini and Mykonos.

Sabine Schmitt Founder **OnlyRoses**

I was born in Heidelberg, Germany, but spent most of my childhood in Florida and went to boarding school in Switzerland. I graduated from EU Barcelona and have also lived in London, Dubai, Qatar and Los Angeles. I speak German, English and Spanish fluently, I can get by in French and I speak some Polish because my mom is Polish. I love running and generally being active.

My husband and I wanted to be entrepreneurs. We were considering different concepts but couldn't find anything we were really passionate about, or that was original enough. One day, I asked my mom why she always had roses in the house, and she responded that she just loved them. We thought, "Why not specialize in roses? They are the queen of flowers". We got really excited about specializing in one product and we thought it was really interesting to come up with a concept that was highly simplistic yet very luxurious. We started OnlyRoses 16 years ago and are the originators of roses as a luxury gift and also the creators of 'infinite roses' (real roses which do not need water, and which last forever).

We wanted to launch our business in central London because we knew there would be a market for it. A few years later, we started franchising the brand in the Middle East, and then expanded operations to Los Angeles. I am the Creative Director, in charge of marketing, brand and product development, and my husband looks after logistics, operations and finance. We focus on the highest quality and customer service. Our main business is gifting, but we also have clients who buy for their homes or businesses. We don't do events and weddings because that requires a different



logistical setup - although we did make an exception for the Oscars, when we were asked to supply and display 40,000 infinite roses on stage at the 91st Academy Awards in Hollywood, including making iconic Oscar figurines entirely out of infinite roses.

Design is the most important thing in our company. We have a very distinctive brand and design ethos and position ourselves as a luxury gifting and interior brand, rather than a traditional florist. We didn't invent preserved roses – the practice goes back at least as far as the ancient Egyptians – but we defined the concept of preserved roses as an elegant, luxury gift.

We are currently in about eight locations with a couple more opening franchise stores opening soon. It's exciting that we are expanding internationally into so many countries. We are in the happiness business, and people come to us in a good mood because they are looking for a gift for a friend or loved one. I hope that we will continue to bring joy with our roses around the world!

Melanie Oliveira da Silva

Manager of Leisure in Global Sales **TAP Air Portugal**

I am from Lisbon, which is where I live now. I have also lived in Mexico, Spain and Argentina and I speak Portuguese, English, Spanish and some French. In my spare time, I love to travel.

Could you tell us about your career journey since leaving EU?

I have spent most of my life in the airline and tourism industries. While I was still studying at EU, I had a part-time job at Lisbon Airport. Then, I moved to the travel agency side and later, airlines. I have worked with British Airways, Iberia, Emirates, Qatar and, most recently, TAP.

What first interested you about the travel industry?

When I was younger, we moved from country to country and traveled a lot. My family has always lived in different places, so traveling was always part of my life and something I really enjoyed.

Could you explain your current position?

I'm the Manager of Leisure in Global Sales, so I'm responsible for the global OTA, which comprises global deals and everything related to the leisure segment. I also work with pricing, capacity and network planning, so we collaborate with other departments to see how we can get the right products to the market.

How has the industry changed throughout your career?

It has changed a lot. When I first started working, the



information the clients had compared to nowadays was totally different. I have seen how technology has transformed the business, and a lot has changed in aviation, both in security as a result of events like 9/11 or the global pandemic, but also the rise of the internet, emails and electronic tickets. The number of passengers that travel compared to 20 years ago has grown exponentially. The world has opened up over the last few years.

How are airlines working to be more sustainable?

Airlines are working with IATA to become more sustainable, and a plan is in place for most of the industry to use sustainable fuel by 2050. This fuel is still very expensive, but the whole industry is working toward this goal, which will be a great step forward for our planet.

Clients are increasingly concerned with sustainability, whether for individual and leisure travel or corporate travel. Companies are choosing airlines that are more sustainable.

LEADING MARKETEERS

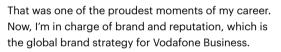
Our programs combine critical thinking with creativity, producing well-equipped communicators and knowledgeable marketeers. EU alumni can boast a firm understanding of the digital world and data analysis alongside being masters of interpersonal relationships and keen problem-solvers.

Ebru Özgüç Global Head of Brand & Digital Marketing **Vodafone Business**

I'm originally from Ankara and now I live in London I have also lived in Paris and Texas. I speak Turkish, English, French and some Italian and German. I love to ski, go running and travel.

Right after my studies, I moved to Istanbul and found my first proper job at 3M. At the time, they offered me a customer service position, which wasn't what I wanted to do but that's what was available. It was the brand and the company I wanted to work with, so I started there and was able to change to sales in my first year. I was the best sales performer the following year and the department started to grow. I became the sales and marketing supervisor and got noticed by headquarters so was offered a job in Paris. I became marketing development manager for Europe, the Middle East and North Africa before I turned 30.

For personal reasons, I moved back to Turkey and 3M offered me a country leader position there. In the meantime, I had twin boys. I was offered some other roles abroad but, as my twins were very young, I decided not to take them. I took a break and later started working at Vodafone. After four years in enterprise marketing, I was offered a brand director role and, five years ago, I moved to London to lead brand and digital. My first remit was to launch the Vodafone Business brand. We launched a new logo and created a creative platform for 19 different markets. Everything was done in three months and, all of a sudden, we became more relevant to our customers.



As building a family starts to take shape, a lot of women fall behind in their careers and prioritize their families, which is brilliant! But, as a result, we have fewer women advancing to leadership roles. I do a lot of mentoring for women, as I think we are less courageous when applying for roles, taking a completely different approach to men. Having kids changes you: it made me a better leader and helps you juggle everything better. Work environments need to be balanced because every person brings something different to the table. Now, every tech company is looking for diversity so, if you are a woman, you are already ahead of the game.



Kamila Qurratuaini Marketing Specialist **PlayStation**

I was born in Jakarta, Indonesia, and now I commute daily from Bekasi to Jakarta for work. I speak Indonesian, English and some Japanese and Sundanese. Back in Geneva, I also spoke French, and while I no longer use it, I understand French songs and literature. I am a creative person; I have always been inspired by fashion, and love to paint and draw. I also play the piano, sing and enjoy reading classic English literature.



How do you think the PlayStation 5 slogan, "Play Has No Limits", applies to your gaming experience?

I played PlayStation games long before I started working for the company. In fact, I bought my first console when I was studying at EU Geneva! Speaking from personal experience, I played PlayStation games with my siblings a lot – it was like a bonding session for us and would help me learn more about them. In Geneva, there are lots of things to do; you can go for a picnic in one of the many parks or go hiking or skiing but, sometimes, when we just wanted to stay home all day or if the weather wasn't great, the PlayStation was there to entertain us.

There is no limit to play. You can play with your friends, family or alone. You can play as yourself or as a character, exploring and completing challenges or quests. In a game, you are not only playing: you also have to think strategically to prepare yourself for what's to come. That's where games have also helped me to maintain a clear mindset, not just while playing but also in real life.

What misconceptions do people have about the gaming industry?

There are a lot of misconceptions. Many people still

think that games make kids less intelligent because they are playing instead of studying. But, if parents are careful to monitor their children, gaming can help them considerably. For example, I wasn't academically inclined but, as I grew up, I started playing games with my friends and I improved in school.

At school, they had a computer class where we not only learned how to use basic programs like word processing and Paint, but we also played games with the encouragement of teachers. I think gaming helps with concentration, as many kids get distracted easily, but, when they play games, they can learn to focus on completing a task.

Bhupesh Lall Vice President -Marketing, Asia Pacific & Japan **Workday**

I'm originally from India, but now I'm a citizen of Singapore, where I have been living for the last 18 years. I have also lived in France and the U.S.A. I speak English, Hindi, a little German and I can read and write Arabic. I enjoy playing tennis and spending time with my family.

My brother studied at EU before me, and he absolutely sold me on their vision and the MBA program! I had started my education in engineering but, when I finished an internship with an engineering company I realized that, while I was enthusiastic about machines, I also wanted to understand the business behind them. That's where my MBA came in. Engineering left me with a fantastic grounding in technology, but I always had the urge to explore international business and globalization: 20 years ago, it was a hot topic!

EU was phenomenal because the program was so international; it just opens your mind to possibilities. I learned hard and soft skills, both of which are very important. During my engineering days, I had no exposure to marketing, finance or operational management, so that was a huge takeaway for me. On top of that, I learned how to work in teams with diverse groups and improve my presentation skills and project management – a terrific set of abilities to learn early in your career.

My career has been focused on a variety of sales and marketing roles at the country, regional and global levels. When I completed my MBA, I returned to India



and started working for PTC, a software company. After working for them for five or six years, I moved to their global headquarters in the U.S.A. and later had the opportunity to move to Singapore, where I joined Autodesk. I was with them for about 10 years and now I'm at Workday, which is also a technology company.

I'm very inspired by Steve Jobs and his theory of connecting the dots. You have to stay agile and be ready to take risks. When you reflect back on things, you see that all the dots are connected. The reason I'm reasonably successful in an Asia-Pacific-wide regional role for an American company, where I've also held European roles, is my diverse experiences of working with and relating to different people. Make the most of every moment and one day you will see how it all fits together.

Anita Geller (Timotheo) Vice President Marketing, Digital & Ecommerce **Primo Water Corporation**

I'm a globally experienced executive with a multicultural background, proficient in English, Portuguese, and Spanish. As a proud native of Brazil, I cherish moments spent with my family and friends, indulge in watching sports, and embark on exciting trips with my husband and two sons.

My journey into the digital realm began at the M8 Agency (now Dentsu), where I contributed to its remarkable evolution from a small digital buying agency to a full-service ad agency. Here, digital became the driving force behind our strategic initiatives. My next venture led me to Novartis, where I seamlessly integrated digital practices into daily commercial marketing operations across Latin America and Eastern Europe. Following this, I assumed a pivotal role at Stanley Black and Decker, spearheading digital transformation in global emerging markets. My mission was to catalyze the shift from traditional to digital by developing an integrated strategic business and marketing strategy spanning multiple markets and brands.

Currently, I'm at Primo Water, where I hold responsibility for all marketing functions. My role centers on shaping B2B and B2C strategic marketing strategies and executing initiatives focused on new demand generation, loyalty and customer satisfaction improvements across various brands, products and services. I'm also leading efforts to redesign our brand architecture and implementing an integrated marketing communications approach.



Throughout my career, I've witnessed the transformative power of digital tools in marketing. While digital marketing has soared in prominence, I remain a believer in the value of traditional marketing. People still engage with TV and magazines, necessitating an omnichannel approach. However, starting with digital is crucial as it provides the quickest route to consumer outreach.

The future of marketing lies in meeting consumers where they are and delivering what they desire. It hinges on wielding the right tools for one-to-one engagement and personalized experiences. Leveraging data to understand customers better and tailoring messages and products accordingly is paramount in this dynamic landscape.

Martina Corradi Italy & Iberia Industrial Marketing Manager **HP**

I'm from Milan, Italy, but now I live near the beautiful city of Venice. I have also lived in Boston, U.S.A., and Barcelona, Spain, where I attended EU and started working at HP. I speak Italian, English and Spanish. I like to go to the gym, and I read a lot, but I also love to be surrounded by nature and go hiking in the mountains often. I am also exploring the practice of mindfulness.



I gained my first work experience in the field in which I now work thanks to EU! The careers department helped me with my CV and helped me get an internship at an American corporate company, where I worked as a marketing specialist.

After I completed my studies, I worked for a startup as a sales development representative until a recruiter contacted me on LinkedIn regarding a similar position at HP. After about a year at HP, I found out that the marketing manager for Italy was leaving. As I was supporting the team with logistics, he recommended I apply for his position. At first, I thought he was joking, but he insisted I had all the skills to make it and put me in touch with his manager. Even though I was only 26, I got the job! I relocated back to Italy, and they later put me in charge of the Iberian market too. I am responsible for the communications for all of the campaigns and events that we do. I work very closely with the sales team, which I love, and I get to put a lot of what I learned at EU into practice. I have been in this position for five years, things are going great, and I could not be happier!

HP is very invested in sustainability, and we are focusing a lot on that right now. Recently, I helped

clean the beach as part of our 40 Days of Doing Good campaign, in which HP sets time aside for us to get involved in environmental projects and support the local community. The company is also very future-orientated in terms of digital transformation and process implementation, so it is a great place to work. They don't care about your age; they care about your attitude and how you approach your work and confront challenges. I have spent most of my career at HP because it is almost impossible to want to leave. In terms of benefits and how the employees are treated, it is a great company to be a part of.

Joris Poels Account Executive – Market Launcher **Pleo**

I'm originally from Antwerp in Belgium, and I'm currently living in Madrid. My mother tongue is Flemish, and, despite hating languages in high school, I also speak English, French and Spanish thanks to my parents, for which I am now incredibly grateful. I do a lot of sports to burn off energy and get away from my busy work life. I'm getting back into triathlons, and the gym and CrossFit are definitely high on my list of hobbies.

I love sales. I love the competition that you have with yourself and your team, but I also love helping other people to reach their goals. I'm always trying to gain more responsibility and find side projects.

Pleo is an all-in-one expense management tool. You can use our cards for any expenses as a business employee. You can pay with them and take a picture of a receipt and the whole expenses process can be done online. Pleo was founded eight years ago in Copenhagen, then quickly launched in the U.K. and Ireland, Germany, Sweden and Spain. In 2022 we launched in Belgium, France and the Netherlands.

When I started at Pleo last year, there were just two managers and myself, but now we have a team of 10 people. Having the responsibility of building markets from start to finish has been a huge learning process: it's important to work on the whole sales cycle, from sales development representative to account executive.

The key to rapid success is first finding a niche market. Our CEO had previously been a CFO and his pain points were capturing tickets, chasing the employees for receipts and getting a surprise credit card bill at the end of the month. He turned his pain



point into a success story. The transformation of Pleo from a startup to now being present in eight markets is the company's greatest success, as well as having a solid product and great company culture.

When looking for a company to work at, diversity and inclusion are among the most important values for me. I'm involved in Pride Month and have organized talks, etc., which I would like to continue doing here because they are very important to me and others. We often think that the Western world is accepting, but we are still far from being completely out and feeling comfortable. Diversity and inclusion start with the company: in the three companies at which I have worked, these topics were raised from the beginning, even during my interviews. For someone who is passionate about these issues, and, more specifically, is part of the LGBTQ+ community, they are the key points I look for to make a final decision.

You need to be open to diversity and, when people aren't, try talking about it. Not everyone is surrounded by people of difference races and sexual orientations, so you can't expect everyone to be as committed as yourself. We, as advocates, should take on the responsibility to help educate others.

José Maria Guido Avila

Global Patient Experience Lead Respiratory **Sanofi Genzyme**

I'm from Mexico City and have recently moved to Boston, U.S.A., with my family, after spending more than 10 years in a small town near Frankfurt. I speak Spanish, English and a little German. In my spare time, I love to paint manga and superheroes. I also have a YouTube channel on digital engagement in the pharma industry, and I play tennis when I can.

I entered the pharma industry by accident. When I finished college, I wanted to be a market researcher so when a business analysis job with a pharma company appeared in my inbox, I applied and got the position. When I started, they took me to the biggest psychiatric hospital in Latin America and put me in the section with the patients who had the most serious psychiatric illnesses. I walked into the doctor's room and a patient followed me. I was scared at first, but the patient introduced herself and talked to me. When she left, the doctor told me that the reason the patient was able to have such a lucid conversation with me was because of the product that my company was selling. This is the reason I stayed in the industry.

My career accelerated thanks to EU. When I finished my MBA, I got my first job as a digital manager, which I hadn't been able to achieve before. Then, I moved to Sanofi and became global head of HCP marketing in consumer healthcare. I was working on digital engagement, omnichannel communications, etc., and, although people were interested in these areas, they weren't the main focus. As soon as the pandemic began, they began to reach out to me because I was the only one focusing on these topics.



In a nutshell, I am responsible for transforming the local, cross-functional teams so that they work together towards delivering personalized experiences for doctors, allowing them to prescribe our brands. I ensure they have the right technology, mindset and processes.

We are trying to move away from standard market research. Customer preferences are not fixed, and market research focuses on the current trends, but preferences are constantly changing and evolving. I collect data from our digital campaigns to understand which content is resonating more with specific segments of doctors through the open rates. I'm trying to inspire the teams to help them improve customer relationships. Using campaigns that connect with doctors in different ways can help us see which groups engage with different content, channels and formats. It is a much faster and easier way to identify your customer's preferences.

Making a Difference

Non-profit organizations serve the community by driving social missions to enhance the lives of others while investing their profits into the development of their cause. Many of our alumni dedicate themselves to changing the world for the better and are choosing to work in environments which promote positive social change.

Simon Müller ICRC Delegate International Committee of the Red Cross

Originally from Lucerne in Switzerland, I currently live in Aden, Yemen, where I'm on mission as a Delegate of the International Committee of the Red Cross. While German is my mother tongue, I also speak English, French, Italian and Spanish, and – inshallah – I will also learn some Arabic. I like to travel and do all kinds of sports: hiking, water sports, snowboarding, football, whatever I can, wherever I am! I also like reading and keeping up to date with what is happening around the world, and I love to cook.



What does an ICRC Delegate do?

The International Committee of the Red Cross (ICRC) is a neutral, impartial and independent humanitarian organization working in conflict zones around the world to protect the lives of those affected by armed conflict and to provide them with assistance.

While ICRC delegates fulfil various functions, my role as a field team leader can be divided into four main tasks. First, I am responsible for coordinating our activities in a specific area, such as, for example, making sure that the population has access to water, healthcare and nutrition. Second, I am responsible for ensuring the security of our staff in the field. Third, I interact with key stakeholders including authorities, armed forces, non-state armed groups and other humanitarian organizations. Finally, there is the protection file: these are activities that seek to protect the civilian population and other groups that do not actively participate in conflicts, such as detainees and medical personnel. In addition, the ICRC reunites families separated by conflict.

Which skills acquired during your time at EU have helped you in your career?

First, I improved my knowledge about the business

world. While I had previous experience working for government, humanitarian organizations and the military, I knew little about the corporate world. At EU, I learned about how businesses are run, including the latest developments. Second, I learned about transformational leadership and the importance of feedback, coaching and mentoring. The MBA helped me understand what type of manager I want to aspire to be. Most importantly, it provided inspiration, shaping the way I manage teams today.

Would you recommend a humanitarian career?

I recommend humanitarian work to everyone, particularly with the ICRC, which is a fantastic organization! It is a fascinating field of work where you are constantly exposed to new situations and challenges. I can't emphasize enough the importance of seeing the world! Working for a humanitarian organization gives you the opportunity to experience life with the local community in their environment and, most importantly, you can make a real difference to people's lives.

I also recommend anyone who aspires to become a leader to study business administration. EU has provided me with the concepts and transferable skills to be a better and more successful manager.

Louisa Wangeci Talent Acquisition & Employer Branding Specialist **World Food Programme**

Hailing from Nairobi, Kenya – where I currently reside – I have had the privilege of studying in the U.K. and in Spain. Fluent in English and Swahili, I am currently learning Spanish. My enthusiasm for design and photography often finds an outlet in my travels as I am keen on immersing myself in diverse cultures.

My academic journey, post attaining my bachelor's degree, revealed my profound interest in human resources. This realization led me to Sanofi, a pharmaceutical company, where I embarked on my professional journey. Subsequently, I further sharpened my skills at a startup HR consulting firm in the capacity of HR consultant. Recognizing the dynamic nature of HR and the need to stay abreast of its evolution, I sought to further advance my education in the industry.

In my quest for an institution that offered a personalized educational experience, EU Business School emerged as a preferred choice. Its compact size promised meaningful interactions with faculty, coupled with the opportunity to conclude the program within a year. Furthermore, my affection for Spain made the Barcelona campus my preferred choice.

My time at EU was transformative. The faculty, in particular a couple of professors, resonated deeply with me, instilling the belief that the world was filled with boundless opportunities. Being a minority both in Europe and in my class, these perspectives were empowering. Soon after submitting my thesis, I was presented with a golden opportunity to join the World Food Programme (WFP) in December 2020



and, since then, my experience and qualifications paved the way for more fitting roles within WFP.

Today, I specialize in talent acquisition, candidate sourcing and employer branding for the WFP, focusing on our operations in Somalia. I am proud to be part of an organization that operates in over 120 countries, rendering aid wherever disaster strikes. Even though my role is primarily at the back end, I remain committed to recruiting the finest frontline workers capable of transforming lives.

To students aspiring to be part of a humanitarian organization, I offer this advice: remain authentic, continuously innovate and stay informed about industry trends. While academic credentials are significantly important, they form only part of what organizations look for. Beyond formal education, additional pursuits such as extracurricular activities, volunteer work and real-world experiences are equally important. Each encounter, no matter where it stems from, teaches invaluable life lessons.

Emmauel Doffou

Associate in Digital Design & Communications **World Business Council for Sustainable Development**

I was born in Accra, Ghana, and I have been living in Switzerland for 11 years. My mother tongue is English and I also speak French. I have also lived in Côte d'Ivoire and Brazil. In my spare time, I like music, design and soccer.

When I was younger, I played a lot with Photoshop and I realized I had a talent for it, so it became a hobby. I started doing side projects and I thought it would be interesting to get into that field. I never considered going to design school, but I thought that having design skills as a businessperson would be very helpful.

After my bachelor's, I started doing internships in design and I later started my MBA in Communications and PR at EU, which was a great asset for the creative aspect of my career. Before working for the World Business Council, I interned at IOM (the UN's International Organization for Migration) and ITU (International Telecommunication Union).

The mission of the World Business Council is to bring businesses together to move forward on sustainability. We believe businesses can have the greatest impact in creating a more sustainable environment, pushing forward on climate, waste and pollution concerns.

The good thing about having a professional profile that sits somewhere between non-profits and



business is that you're able to think outside the box. The non-profit mindset puts impact first, but this needs to be counterbalanced by the requirement to be aggressive in communication and marketing in order to ensure that people see what you do. These approaches work hand in hand. I think it really helps to have diverse profiles in all kinds of businesses, including for-profit businesses, where someone with a non-profit profile can help the business by referring back to the company's motivations.

Working at a non-profit helps you learn to look beyond what you can get and focus on what you can give. Wherever you work, motivation is what gets you out of bed to go to the office. If your team is thinking about what they can get, they will not be there long. But if the motivation is what you can give, and your employees have this mentality, you will have an army working for you.

Lorena Benchimol de Veloso

Founding Partner, **XMBA** Project Management Professor

I am from Belém, in the north of Brazil, but I have lived in Rio de Janeiro for 20 years. I have also lived in the U.S.A. and Portugal, and I speak Portuguese, English, Spanish and French. I like to go to the gym every day, and I enjoy spinning and going to the movies. I also love traveling and I have been to more than 70 countries. My favorite destinations are New York and Portugal.

Could you tell us about your career journey since leaving EU?

Before attending EU, I was a public servant, which meant I had to return to Brazil after my studies. I worked in my hometown in human resources, but I wanted a change, so I came to Rio de Janeiro to study a post-graduate degree in project management. I then started working for the British American Tobacco Company and later moved to HP, where I was a project manager for nearly 16 years. I was offered a national management position, but they wanted me to move to São Paulo; I declined and chose to focus on consulting work and teaching project management to graduate students. I have been teaching for nearly 23 years and I love it!

How would you define the role of a project manager?

A project manager must be able to communicate, delegate and be a leader. Technical skills are very useful, but soft skills are even more important. You could have anywhere from 20 to 100 people on your team so, if you can't lead or don't know how to communicate or assign tasks, it's not going to work. Projects are also becoming more international, so it is essential to know how to manage a culturally diverse team.



How has teaching business changed over the last 20 years?

When I first started teaching, I wouldn't change my core material, but for the last 10 years it has been a completely different ball game. Now, I make sure that I don't use any material for more than a year. I am always studying and on the lookout for new subjects. Students are very demanding, and they love technology. They are always on their phones, so now I get them to use apps and software in class, which means they are still learning with me.

What advice do you have for students who would like to work in project management?

Be competitive in terms of your curriculum: I recommend doing PMP and CSM certifications, as many companies are moving to agile frameworks. Also, learn languages because operations are becoming more international, and you should at least know the technical jargon. Lastly, build your teamworking skills and learn how to manage with people from different backgrounds, because they are all going to be on your team.

EU's Global Alumni Network

Our 30,000+ global alumni community is your trusted network. It brings together like-minded professionals from all sectors and geographical regions who are open to sharing expertise, exchanging ideas and working together to create new business opportunities and support each other in career advancement.

Become an active member to get support for your professional needs and to give back by offering guidance and expertise. Reach out to other EU alumni if you would like to:



Expand your network globally



Talk to industry experts



Find a business partner



Promote your products or services



Recruit top talent for your organization



Boost your career opportunities

Alumni Hub

The EU Alumni Hub is an exclusive environment for our alumni to stay in contact with their classmates and network with business people around the globe. Becoming an active member can help you boost your chances of career and professional growth.

You can browse through the directory to find classmates, see who works in your industry or lives near you. Whether you are seeking or offering help, this interactive platform can help you identify the key contacts within your fields of interest. You can join interest groups and advertise vacancies in your company to find top international candidates among EU students and graduates. The mentoring tool available on the Hub will help you find the best matches and check how they can support you.



Directory

☆	

Job board

Business news feed



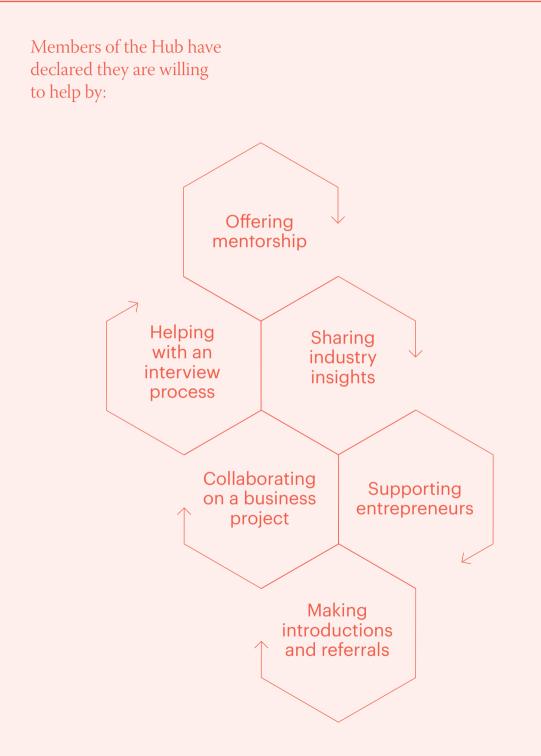
Events



Mentoring tool







Professional and Social Events

Participating in our regional and global alumni events is a great opportunity to re-connect with your classmates and get introduced to people you should know.

Annual class reunions, global alumni meetings, face-to-face gatherings and online conferences are only some of the many opportunities we offer for interacting with your fellow alumni both socially and professionally. Whether you would like to relax in a friendly atmosphere at an after-work meeting or discuss current business trends, you will always find events to suit your requirements.

More than **20 events** take place every year in more than **15 countries**

Contact

The alumni relations office is at your disposal to facilitate connections, answer queries or support your professional needs. Contact us at **alumni@euruni.edu**.

"I was equipped with the skills to become more flexible and face the changing business environment. My MBA gave me a framework for realizing business ideas and, right after, I used a lot of the examples from EU to run operations. These concepts worked just as my professors said they would."

Tatenda Phiri **Member of the Programme Committee & Future Energy Leader (FEL100), World Energy Council** Executive BBA and MSc in International Management, Digital Campus, 2019, 2020

GREENER FUTURES

Businesses are putting sustainability at the top of their agendas, not only to do their part in making the world a better place, but also developing the workplace. Environmental, social and corporate governance (ESG) frameworks are steering organizations in the right direction when it comes to sustainability and ethical challenges. Our alumni have gone on to power meaningful decisions and create their own businesses which have a positive impact on the environment.

Markus Strangmüller Sustainability Strategy and Governance **Siemens AG**

I am from a small town in Bavaria, Germany, but now I'm based in Munich. I also lived in Australia for two and a half years. I speak German and English and enjoy playing sports, especially golf, tennis and skiing. I consider myself a business humanizer.

After working as electrical engineer at Siemens for seven years, I decided to expand my knowledge with an MBA from EU. In 2009, I joined the Corporate Sustainability Office when Siemens launched sustainability on a corporate level. Since then, I have held various leadership roles within the corporate sustainability department.

My current role looks at how we can bring sustainability to the core of our business, driving this forward and implementing it into our products and operations. From the governance side, we examine how we need to structure sustainability from an organizational viewpoint and what different roles and responsibilities drive these aspects. The Siemens DEGREE framework is our understanding of sustainability from a broader perspective, with each letter standing for one major area: decarbonization, ethics, governance, resource efficiency, equity and employability. This is how we drive sustainability from an ESG perspective into the market and how we promote that internally in our operations.

The framework looks at the major areas where we can contribute to the market and find solutions toward fighting climate change and pushing for a circular



economy. Our solutions also focus on people-centricity and societal impact.

If you look at a circular economy, it starts with how you design a product. Our solutions include a digital twin where you can design your product virtually before you start building. This gives you the opportunity to change the components you want to use and decide whether to use secondary materials and how to best design the product for reusability or recyclability. You can also use a digital twin for simulation. For example, in the automotive industry, you can simulate kilometers driven or crash tests. There is a whole value chain in which we support the design of a product so it can be reused or have a longer lifetime.

Siemens is a fascinating company with the solutions to transform the everyday to create a better tomorrow. It's a very innovative company, full of bright minds working on the newest technologies to drive things forward. It is also a global company; I have been to at least 35 countries over 34 years providing me with lots of global and cultural insights. This is in line with my own purpose as a business humanizer.

Dr. Ravi Fernando Chairman & CEO **Global Strategic Corporate Sustainability**

I was born in Colombo, Sri Lanka, but I have lived in several countries while working at multinational companies. Professionally, I speak English and Sinhalese, but I have learned Swahili, Arabic, Vietnamese and I also know some French. I'm a big fan of jazz music and I play the drums. Track and field is another big hobby of mine. I also like to sing and won a karaoke championship in Colombo!

Every step in my career has been a building block to creating the 21st-century leadership model. When I first became interested in these subjects, I drew on a wide variety of experiences from all over the world. I realized that the concept of the climate emergency has been around since 1987, but most leaders who haven't come from a science-led background have put it on the backburner and paid scant respect to the subject. But there is no business in a damaged planet.

We need to get business leaders to see the practical downside of not addressing these issues. If they are seriously thinking of building businesses beyond the next 10 years, then they have to understand the need to fix issues now. If we sensitize them and ask them to become part of the solution to the climate emergency, I think we'll have a planet to call our own.

The young business leaders of today are the silver lining in an otherwise crisis-ridden world. I teach Gen X and Gen Y; I call them 'the Greta Thunberg generation'. Most of them are very sensitive to the climate emergency and, when they apply for a job, they shun fossil fuel companies and banks that are compromising the planet. They know that these companies are becoming part of the climate emergency problem.



My advice is to become entrepreneurial, create a business that is part of a sustainable solution and get funding. There's enough green climate funding available for such businesses. I would say the three areas to really focus on are energy solutions (because otherwise we will keep burning fossil fuels), affordable renewable sources, and transport and precision agriculture, because there's no reason why every one of us can't grow something in our own kitchen.

The DBA at EU gives you total freedom in your research area. My focus was understanding why the 17 UN Sustainable Development Goals (SDGs) had failed and I developed a strategy that focused closely on just four SDGs. I had very good supervisors at EU, and they gave me the flexibility I needed. Some of the goals ended up in my doctoral thesis and that knowledge became a key part of my book, *21st Century Leadership to Fight the Code Red for Business.*

Marc Rechter Co-Founder & CEO **Resilient Group**

I was born in Eindhoven (The Netherlands) and have lived and worked in many countries. This has given me the valuable ability to speak some seven languages, including English, French, German, Portuguese, Spanish and Russian. I started my entrepreneurial activities in 2004 which has given me an enormously interesting life experience over the past 20 years. Not too many holidays, but a lot of travel and deep dives into multiple cultures and countries.



Our businesses have evolved around the energy transition over the past 14 years. The energy sector is probably the largest sector globally and provides huge opportunities as it transforms. When transitioning from centralized to decentralized energy systems, it is not enough to just develop technologies: you need to build integrated solutions, new business models and a whole new mindset.

Our mission is built on the "five Ds": decarbonization, digitalization, decentralization, democratization and deregulation. These are the key drivers of what used to be known as the energy transition, then became a transformation process that is currently evolving into the energy revolution required to meet our global climate targets.

We have developed three lines of business. One, called Resilient Energy, focuses on digitalization developing and delivering digital solution platforms; another, called Resilient Hydrogen, is a green hydrogen development company; and the third is a PV [photovoltaic] cell and module manufacturing company called MCPV, with which we are about to launch the first large scale manufacturing plant. We've been working on this for the past 13 to 14 years and it has been a big learning curve, as I am not an engineer (although I now feel like one).

One of our first projects was the Solar Demonstration Platform in southern Portugal, a 42-hectare infrastructure where we developed and licensed four megawatts of concentrated photovoltaic systems. That platform has become our test bed and today includes a solar lab and hosts seven Horizon 2020 energy innovation projects at the European level. These projects and the real-life test bed infrastructure helped us achieve a deep understanding of the key role of digitalization in the decentralized energy system, which is becoming increasingly data driven.

We are now implementing our learnings in large-scale projects in the green hydrogen and the PV manufacturing sectors across Europe, helping to accelerate the energy transition, building the new cleantech industries in Europe and contributing to the efforts to minimize the impacts of climate change.

Omar Bula Professor **Saint Thomas University & Sergio Arboleda University**

I'm from Bogotá, Colombia, which is where I currently live. I've lived in many other countries because I worked with the United Nations for 20 years. I speak Spanish, English, French, Portuguese and basic Italian. I'm a writer and give conferences on geopolitics in different languages and countries. In my free time, I like to do sports, play the drums and piano and I'm a family man.



When I graduated from EU, I felt prepared to hit the ground running. After 10 years in Belgium, I applied for a job in the United Nations in Ecuador, where I worked as a project officer. I ended up as a UN representative in Senegal, which was my last posting in 2006. I had already been abroad for 30 years so I decided to come back to Colombia so that my children could experience the culture of their own country. I decided to go into academia, and now I also give conferences, have a YouTube channel and I am quite a well-known public speaker in Latin America.

Here everything is very homogeneous, whereas Europe is very multicultural. I focus on an international outlook in my courses because I have a global perspective that few in my own country have had the opportunity to develop, and this is something important that I can impart to my students.

When I saw that ESG (environmental, social and corporate governance) was taking a larger role in the business arena, I decided to study it in more depth. Environmental governance is undoubtedly the most important of the three pillars, as we urgently need to take action for the planet. ESG has many implications in terms of how companies adapt to a new business environment, broadening the scope of social responsibility and promoting fair management practices. The three pillars are measured by different indexes, which is one of the big difficulties of ESG implementation. There is a drive in both the public and private sector to establish regulations which unify these measurement efforts, which translates into a sort of report card. There is some resistance to this. including in the U.S.A. where it has been the cause of political division, because it is more difficult for certain businesses, particularly those in the fossil fuel or plastics sectors, to comply with these regulations.. However, despite criticisms, ESG is growing enormously, and companies are following through with their objectives.

Working toward these objectives is good for business because the emphasis shifts from short-term to long-term value. Companies that have embraced these criteria have survived better than those that haven't.

"We are facing global challenges, like climate change and biodiversity loss. We also have social issues and inequalities. These challenges need new solutions, and that's where sustainability has become more important in the last 10 to 20 years. This is also where you'll hear about other solutions, such as regenerative farming or climate-smart farming practices.

Andres Zweifel **Head of Sustainability Dairy, Ofi** MBA in International Business, 2018

BRAND MESSENGERS

With unparalleled international backgrounds, solid networking skills and unstoppable ambition, our graduates are hungry to seek out fast-paced, multicultural environments to start their career and make for loyal brand ambassadors.

Elisabet Roslund Digital Communication Manager **AbbVie**

I'm from Sweden. I was brought up in Gothenburg but I have been living in Stockholm since 1993. Swedish is my mother tongue and I speak English, some French and a little German and Spanish. I have many hobbies; I like to travel, and I enjoy food and wine. I also enjoy downhill skiing and playing golf and tennis.



Could you describe your career journey since graduating from EU?

After EU, I started as an associate consultant in change management with the company now called Accenture. After a couple of years, I was looking to take on more responsibilities, so I joined an independent subsidiary of IBM as a consultant implementing SAP systems. There was a high demand for this expertise, so the company grew rapidly, and I had the chance to work in my first managerial position.

I later got married and had my first child. When I came back from maternity leave, IBM had taken over the company, so I joined them as a management consultant in their business consultancy practice for organizational change. I was later asked if I would like to take on the role of communication manager. I was really motivated by human behavior and change management, which is often heavily influenced by communication.

After several years with IBM, I was recruited externally as an internal communications manager for Vattenfall, a large international energy company. I worked my way up to a senior communications role for strategic projects in energy efficiency and e-mobility. I am now working at a pharma company, AbbVie, where I hold the position of digital manager, focusing on our digital transformation by facilitating and coaching our brand teams to optimize customer interactions through combining our traditional and digital channels.

How has the nature and message of communications changed with digitalization?

You need to keep up with the information society in which we're living now, which has a very short attention span. You really need to get to the point and be relevant. Before, you could work with one channel at a time but now it is important to optimize all your channels. From a customer perspective, you need to find the optimal journey for them to be in touch with you.

What does the future hold for communication in healthcare?

As with all industries, we will be moving into more of an omni-channel world, which will mean having tailored customer experiences with digital content. Our customers are becoming more digital, so we need to be there. Operations will also be increasingly automated, the use of AI will grow, and we will be taking more and more data-driven decisions to efficiently target our communication.

Valentina Calvo Special Events Manager **FIFA**

I'm from Milan in Italy and now I am based in Zurich, Switzerland. I have also been lucky enough to live in the U.S.A., Spain, the U.K. and Switzerland. I speak Italian, English and Spanish and I'm learning German. I love exploring the world and meeting new people, and I also enjoy reading and hiking.

After graduating from EU, I moved to London where I studied a master's in marketing. I knew that I wanted to work in the sports industry, and I love planning and am extremely organized, so this led me into sports events. I started an internship at the International Tennis Federation which then became a full-time job. For over a decade now, I have been working for different companies within the sports industry, combining my passion with my career.

In my current role at FIFA, I manage a mix of corporate sports events. This could be anything from a football tournament to a dinner or congress and council meetings. My work is very international and there is a heavy focus on teamwork. I have ticked off quite a few big events like the Olympic Games and the FIFA Men's World Cup, but I think the events I treasure the most are when I have walked into an office of people of 20 different nationalities, bringing their expertise and skills together, finding compromises and ways to communicate with each other to bring an event to life.

You need to adapt to every city and country that you travel to, and apply a different approach or methodology in each place. You really need to understand



how to relate to the people in the local market in which you are working. In 2018, I was working on the first Formula E race in Riyadh, Saudi Arabia, and there were several additional events taking place alongside it. One of them was a concert with many very wellknown international artists, but it was the first time men and women were allowed to dance together in the country. We were able to play a small role organizing the concert and just seeing men and women dancing and singing together for the first time was a very emotional moment. All the sweat and tears that go into event organization are worth it when you see fans enjoying a sport and having a good time!

Lavinia Arl Global Consultant **Ogilvy Consulting**

I was born and raised in a small town in Belgium. My mother is Dutch, and my father is German. I now live and work in New York, and I speak Dutch, English, German and Spanish. I am an accomplished horse rider but now I am focusing on my corporate career and exploring different cultures, especially people, their food and traditions.

Tell us about your career journey since leaving EU.

I completed a dual master's degree in international marketing and disruptive innovation in London and San Francisco and then started applying for jobs in the U.S.A. I now work as a global consultant at Ogilvy Consulting in New York. In my consultant role, I cover brand strategy and innovation, audience segmentation and brand positioning to understand what strategy, growth and innovation opportunities brands have. I am currently building a brand and marketing strategy for Samsung's health experiences and privacy strategy.

What is it like working for an agency with whom you get to collaborate with so many different companies?

Being a consultant at an agency gives you insight into many industries. You learn a lot and never get bored. Agency life is great if you are still figuring out what you want to do and in which industry you would like to do it.

The best decision I made was to work for a wellknown global company this early in my career. I'm getting exposed to so many different brands with vastly different backgrounds. I've worked in tech



with Samsung, hospitality with Hyatt and car rental with Enterprise, and developed strategies for each of them.

What has been your proudest professional achievement?

Presenting a competitive audit for World of Hyatt on their iPhone and Android experience. As a 24-year-old in New York, speaking a language that is not native to me and presenting the work I have done from scratch by myself to the board of directors is something I'm extremely proud of.

What advice do you have for current students who want to have a job like yours?

Anyone could do my job if they are motivated, open-minded and willing to work hard. Be curious and get to know new people, because your role will depend heavily on your personality and character. It is important to know what you are good at. Do as many internships as you can that reflect the classes you enjoy to gain an understanding of what these fields are like in real life. Everyone says, "Do what you love", but it is difficult to know what you love when you haven't experienced it outside of the classroom.

Sheila Birungi Country Procurement Manager **Coca-Cola Beverages Africa**

I am from Kampala, Uganda, where I was born and raised. Currently I work at Coca-Cola Beverages, but I have previously worked with Diageo in Uganda and spent a year working on assignment at Guinness in Ireland. I like to socialize and work out, especially when I can incorporate dance and boxing. The rest of my spare time is spent with my family, especially my husband and children.

You were already working at Coca-Cola when you started your studies with EU. Why did you decide to pursue an MBA?

Firstly, to expand my business knowledge and my experience of the business world so that I could visualize where I want to go in the future. I needed to have that business acumen to be able to lead an organization and achieve a higher role.

Secondly, to learn from global profiles, see things from different perspectives and to tap into different kinds of knowledge and experiences.

What benefits were there to studying and working at the same time?

To be honest, it was quite difficult because you have to invest a lot of time. I was lucky to be working from home, so I had time after work to study and attend online lectures. When you put your mind to something, and have a plan and a goal, you can do it. When I started my MBA, I was working, we were in full lockdown and I had a baby during that time, but it was possible!

The benefits include being able to relate what you're studying to a real-life work environment. You gain

a greater understanding of accountability, and it becomes easier to make decisions. You start to understand why you're doing what you're doing, and it makes work fun.

What are the main skills or concepts that you acquired at EU that have helped you in your career? I really loved the discussion topics and the simulation module. We modeled an organization in groups and were simulating a case study as if it were happening in real life. It was amazing to put our heads

pening in real life. It was amazing to put our heads together as a group with different perspectives and understand how others think and the impact of our decisions.

I also really enjoyed my research as it was related to Coca-Cola. We are involved in a lot of innovation so that is what I focused on. I was able to gain insights into different beverage companies within the country and what challenges they have faced during the innovation process. I could then use that information in my own work to bring extra value to my team. Learning from big name brands helps you understand what makes them amazing.

On EU campuses, East meets West and North meets South. Despite all cultural and social differences, there is always one common denominator that bridges the gap. Students all learn to speak the same international language: **Business**.



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