

Alumni Stories

66 profiles of people who have changed the game, started businesses, traveled the world and made a difference. All of them have one thing in common: they all studied at EU.

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Green Section: Alumni Statistics

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Welcome! I am proud to present the second edition of our Alumni Stories.

On compiling this compendium of success stories, we thought long and hard about who our alumni are as people and professionals, and where their journeys have taken them after graduating from EU Business School.

Our alumni network has over 27,000 members representing 162 nationalities. They work across the world in diverse industries. The potential of this connected, global network to support the positive transformation of the world and to bring a pragmatic, open-minded approach to the challenges we face as a society gives me hope for the future. I could not be prouder of our alumni, who seize opportunities and pursue personal and professional improvement while upholding EU's core values.

The 66 people, whose stories we are excited to share with you, are fine examples of what people can achieve with a quality education, hard work and a strong network of contacts. The alumni you will meet in these pages are unique and successful in their own right. They all bring something special to our community, whether it's their professional expertise, life experience or sense of humor.

I thank them enormously for sharing their stories with us. I hope they will enlighten and inspire you as much as they have me.

Regards,

Dr. Dirk Craen
EU Business School
President

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Banking & Finance

Banking & Finance

Innovation within banking and fintech has drastically changed the way financial institutions operate. An influx of blockchain-based cryptocurrencies together with a push in AI automation have disrupted and galvanized the sector. Financial leaders must now balance their traditional responsibilities with developing corporate strategies with digitization and automation in mind. Our alumni have achieved success across this sector. Whether they work for major international corporations or have created a startup, they draw on the analytical, mathematical and problem-solving skills they acquired at EU.



Oliver Gloe

CFO, Global Operations

Stanley Black & Decker

I am originally from Germany, and now I live in Cleveland in the U.S.A. I've had the pleasure of living in many countries including Switzerland, Belgium, Spain, Singapore and China. I spend as much free time as I can with my family and, believe it or not, although I am CFO, I am 100% paperless.

Finance always interested me because it connects with a lot of other functions. Think about it: an entire company can be expressed in numbers. Many of the companies I've worked for are publicly owned, and there's a strong sense of reporting and expressing activity in numbers. When you work in finance, you work with sales, R&D, production, etc. You get a thorough understanding of how a company really works because you're involved in multifunctional activities.

Studying at EU was an extremely rewarding experience that I still benefit from today. I think it gives you a mindset for moving around and gathering different experiences rather than pursuing traditional career paths.

When I got my first job in Germany, I started in international operations and mergers and acquisitions. Later in my career, I was involved in IT, Six Sigma and even in pricing. This helped me gain a broader insight into the companies for which I was working and led to me being offered a position as managing director, which I really enjoyed. All of these experiences have given me a broader mindset as a CFO today.

I think finance is thrilling. I personally get a lot out of the different requirements of finance roles: you can walk out of a boardroom where you've just discussed the capital-allocation strategy for the next five years on your continent, then head into a call where you might be deciding pricing or discussing a collection from a customer in one of your markets. My job can be extremely operational – almost like firefighting on very specific issues – and then, an hour later, it can be highly strategic and future-forward. Although not specifically related to finance, I also love the international aspect: the companies for which I've worked have given me opportunities to connect with different cultures and countries.

Juan Bernal

CEO CaixaBank Asset Management

I'm from Spain and have lived in Madrid for many years. I've also lived in France, Belgium and the U.S.A. My favorite hobby is restoring and driving classic cars.



You have worked in banking for two decades. How has banking changed in that time?

I've spent 22 years working in banking and financial institutions, and I would say it's become much faster. Speed is in the DNA of most businesses, and what's changed most in banking in the last eight years has been the speed. The second thing is that it has become a bit of a cyborg, combining technology and humans, which is a major change.

How has digitalization specifically affected wealth management?

From the perspective of customers, if they wanted good asset planning and quality time with their bank, they used to need at least 45 minutes to talk to somebody at the branch, and that was time-consuming. Now, new omni-channel technology gives them options. It allows people to talk with somebody face-to-face at a branch, to Skype with their advisor, or even to chat online on the bank's website. For asset management specifically, change is coming a little later than for other businesses because we are currently analyzing data. At present, we are using data to analyze what has happened in the past, but the goal is to reach a point when we can use data to make predictions.

So have these new approaches made banking more or less personal?

That depends on what you understand by personal. I think it's much more personal because the history of each client is shared between several advisors. Before, you had to have an advisor for a long time who knew you, your goals, your family situation, etc. However, if you had to change your advisor, all that information was lost. With all the big data we're working with now, you can chat with any advisor who can access all your safely stored records. The new system is more personal because you can choose how you relate with that advisor and the financial institution. Millennials and baby boomers understand banking differently, and each group needs specific services. Before it was 'plain vanilla' for everyone: everyone received the same service in the same way. Today, you can decide if you want face-to-face contact, email, WhatsApp or a videoconference. In that respect, I think it's more personalized.



Dr. R. Seetharaman

CEO

Doha Bank Group

I am originally from India but I now live and work in Qatar. I have also lived in Oman and the U.A.E. I speak English, Hindi and Tamil. The most important thing for me is my family and spending time with them. I also enjoy theater, literature and the arts. I own over 2,000 bow ties which I refer to as my "butterflies".

Dr. R. Seetharaman is the CEO of the Doha Bank Group, chairman of Doha Brokerage and Financial Services Limited (a non-banking financial services Company in India) and CEO of Doha Bank Assurance Company. Dr. Seetharaman is a prominent personality in the banking industry of the Middle East, an economic expert who has achieved remarkable success for his contributions to banking, trade, investment, economics, social responsibility and philanthropy.

His new research on the effects of the financial crisis on the global economy and the significant measures taken under the theme of global governance is highly acclaimed. He is also a chartered accountant and holds certificates in IT systems and corporate management. He is a recipient of multiple doctorates from leading universities.

Dr. R. Seetharaman started his professional career at Price Waterhouse before moving into the banking sector. Prior to joining Doha Bank in 2002, Dr. Seetharaman held executive management positions in three banks in Oman, handling all areas of banking.

He was named "CEO of the Year" at the EMEA Finance Middle East Banking Awards in 2017 and has been named "Best CEO in Middle East" four times in the last 12 years. He received the "World Leader Business Person" award and the "Business Man of the Year" award in 2015 from Qatar Today; the "Lifetime Achievement Award" from the Institute of Directors at the Global Summit in 2014; and "The Man of the Year" award at the IAIR Awards in 2014.

Dr. Seetharaman believes that continuous learning is vital to success in business and in life, and, as such, shares his experience and wisdom as a guest lecturer at several universities. Explaining his commitment to this subject, he says: "I believe in contributing back to society in the form of knowledge in order to create a better future. It is important that one creates a culture of continued education... Every company, every organization must recognize that continuing education is a necessity. When you do this with your co-workers, partners and governments, you create enduring relationships and value for all stakeholders."



Ulvi Samadzade

Senior Internal Auditor

LafargeHolcim

I'm originally from Baku, Azerbaijan, and now I live in Paris. I speak Spanish, English, Russian, Turkish and Azerbaijani and am learning French.

I studied radio engineering for aviation for my bachelor's degree, which was math-based. I pursued an MBA to combine my previous background in engineering with business. I wanted to focus on accounting which led me to do my first accounting internship in Barcelona while studying. For finance, you use a lot of logic, analytical skills and math, so my engineering background helped me become better at finance.

After graduating from EU, I returned to Baku and started at Ernst & Young (EY) as an audit associate. A diverse portfolio of clients and a strong team of professionals helped me to quickly acquire a grasp of the consulting business and opened up a new path in my life.

After almost five years at EY, working in Baku and Barcelona, I decided to pursue my career in internal audit. Working as an internal auditor has helped me further understand business processes in a very short time.

When you work for a Big Four company, you gain a wide range of knowledge. In internal audit, your knowledge base will greatly depend on the size and volume of the operations of the company.

From: Azerbaijan **Lives in:** France
Studied: MBA in International Marketing, 2011

Lev Mozolev

Team Leader IPB Asset Servicing

BNP Paribas CIB

I am originally from Vladivostok, Russia, and I now live in Lisbon, Portugal. I lived in Spain while I was doing my bachelor's degree at EU. I speak Russian, English and Portuguese.

I like to keep my growth trajectory at a 60-degree incline. I went to a boarding school for gifted children and started studying business at the age of 15. Since then, my education has always focused on business and economics. Like most, I wanted to prepare myself as best I could to begin my career in a strong position. What sets me apart from others is that I have always looked at my career in both practical and analytical terms.

I joined BNP in 2016 as a financial market specialist for corporate actions. Within a year, I was promoted to senior market specialist. I joined the prime brokerage asset servicing team as an analyst of corporate actions, income and tax activity in early 2018. By August, I was promoted to supervisor. Currently I am the team leader of the international prime brokerage asset servicing team.

I have three recommendations for students who want to pursue banking: be demanding (if you feel confident with your goals); create your monopoly right away (this is risky but useful); and create a network within your organization.

From: Russia **Lives in:** Portugal
Studied: Bachelor of Business Administration, 2015

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Communication & Media

Communication & Media

The digital revolution has transformed the communication and advertising sectors beyond recognition. From influencers to bots, analytics to algorithms and profit to purpose, this industry has completely changed its approach to fit today's digitalized world of short attention spans and global competition. The rise of new media and the resulting proliferation of advertising and communication channels have led to completely different ways of approaching and engaging potential customers. Our alumni work for agencies, internal departments, NGOs and digital companies spanning the full range of communication in the 21st century.



Sophia Rüscher

Managing Director

Mediaplanet Austria

I was born in Bregenz, Austria, and I now live in Vienna. I have also lived in South Africa, the U.S.A., Spain, Sweden and the U.K. I speak four languages: German, English, French and Spanish. I usually get my best ideas in the shower and I have long wanted to start beekeeping.

'Good' has never been enough for me. I always strive to optimize things and am willing to go the extra mile, even if it's uncomfortable, and yes, sometimes it means sacrifice. I remember that, just after I had taken over as managing director for Mediaplanet in Vienna, I held a meeting where a lady asked me, "Aren't you a little young to be MD?" and I answered: "I might be young, but I am damn good at what I do." After three years in the position, I can assure you that I have successfully convinced that lady of what I said that day. Remember, being underestimated is never a disadvantage; it can be the best card you hold, as it gives you many opportunities to prove yourself in the end. So, be confident and always trust your gut.

In the media industry, there is never a typical day, particularly for someone in my position. I must observe what is happening in the world and stay flexible. I like to examine a problem or project from as many angles as possible. That's why I always collect as much information as I can from the people involved, and then I start my creative process by running through different scenarios to find the best possible solution. I must admit, my best ideas have not come up during big meetings but rather in the shower or in bed. That's why I always keep a little notebook at hand.

Being a woman in business means you always have to work a little harder, but I am a big believer in women's solidarity. If and when any of the young women working for me decide to leave my company, they will hopefully have learned to support one another and that they can face the world confident in their skills and knowledge.

EU gave me the tools and knowledge to confidently follow my career path. There are so many great talents from EU across different markets, and the alumni network makes it possible to connect and learn from them.

Andy Kleine

Account & Production Director

Lateral Thinking

My father is German and my mother Spanish. I was born and raised in Barcelona. I speak Spanish, German, English, French, Italian and, of course, Catalan. I love all kinds of extreme sports, from free riding to wakeboarding and surfing. I also love Simracing.



Lateral Thinking is an agency that builds up culturally relevant brands and connects them with people through interactive experiences. Despite working in a creative atmosphere, Andy is one of the first to arrive at the office every morning, usually at 7:30 a.m. after his run. The agency has 20+ projects running at any given time. Between internal meetings and dealing with clients, Andy has between 50 to 80 meetings a week.

In every creative agency, there is a clear divide between the creative and non-creative teams. As the person who oversees obtaining new business, Andy has to navigate both sides. "I am responsible for coming up with the team that will work on a project. I'm a really big fan of these guys for what they do, but their job is not easy. They have to create, and to create you have to be inspired, and sometimes, when under pressure, inspiration is very difficult to attain. I mean, they can't tell me 'Hey, could you give me two weeks? I'm not feeling inspired.' That just doesn't work in an agency. So, first they have to be inspired, and then they have to jump from one project to another in a matter of seconds. One moment we could be talking about a campaign for Nike, and then have to

jump into a project for VW. I think having a life outside the agency is very important, and sometimes hanging out after work is where the best ideas come from."

So far, Andy's learned a thing or two about how to manage clients. "The most important thing is a good relationship. Just like I spend time with my team outside the office, I do the same with clients. That's when they tell me what they really need. They know what Lateral Thinking does and how we do it. It's something we've honed a lot, and now we actually get briefs from more classic brands like Nespresso, for example. The relationship with that kind of brand would not have worked before, but now they approach us because they know what we can do for them."



Kai Boschmann

Chief Marketing & Communications Officer

International SOS

I am originally from Munich, Germany, and now I live and work in London, U.K. I have also lived in the U.S.A., France, Belgium and Holland. Apart from my business qualifications, I have a master's in marketing and am also a qualified, advanced personal trainer and yoga instructor.

How has your leadership style evolved over the years?

It has changed considerably. Every so often I do psychometric testing and it shows that I have evolved from an ambitious, slightly impatient, always-pulling-at-the-bit marketer, to a more strategic and balanced leader. Only my high standards and productivity have remained the same.

What is it like being a CMCO today, when a fast-moving and unpredictable business environment means a brand needs to be active?

It's great, as it keeps you on your toes and fresh all the time. You need to embrace change and crises while keeping an eye on the mid- and long-term goals, and have the calmness and resilience to keep that going in parallel in order to move your team, your organization, your contribution and your own development constantly forward.

What are the biggest pros and cons of the move toward digital?

It offers new channels and ways to connect with audiences very rapidly. However, it can be a disrupting distraction and use up resources without much commercial value if actions are not thought through and used strategically.

What does your creative process look like?

I use different processes, from proven brainstorming methods in teams to being away from the office, getting stimulated at trade conferences, networking or even watching waves lapping against a sunny beach. Many incubators for creativity and innovation work!

What is your biggest marketing win? What relative failure led to some awesome lessons?

Marketing win: Nowadays it is all about lead generation and brand building. I think sometimes the ones you can't see are the biggest wins: for example, keeping a brand or personality out of the press and preserving their reputation. I have managed to do that a few times.

Failure: I've made some bad recruitment choices in the past. It's all about the people, their attitude, character and cultural fit. I am better at it now and have a wonderful and very successful team.

Hamza Benjelloun

Marketing & Sales Manager

Aston Martin Morocco

I was born and live in Casablanca, Morocco. I speak four languages: French, Arabic, English and Spanish. My path toward communications wasn't always clear: I started as a finance auditor, but quickly found that my passion lay elsewhere.

Hamza has always been practical. He started out studying finance at EU Barcelona. During his senior year, with the help of the EU careers department, Hamza found and completed an internship at the Hotel Arts Ritz-Carlton, one of the most prestigious hotels in Barcelona. During his internship, he soon realized that he wasn't passionate enough about finance to wake up early every morning to go to the office. So, he completed his degree at EU and moved back to Casablanca where he started working within the startup world.

He was the project manager for LIK, a smartphone application that allows its users to put credit on their phones for free in exchange for advertising brands on their mobiles. "It was a very successful project. We were recognized as the best startup in Morocco in 2015 and 2016, as well as the best startup in Africa and worldwide in 2016."

Slowly, he moved further into the field of marketing and communications and, to solidify his knowledge, he completed a master's degree. At the same time, he changed companies and became a digital account manager for The Next Click.



Today, Hamza is the Marketing and Sales Manager at Aston Martin Morocco. His studies in finance, he says, were ultimately very useful: "When you enter management, no matter what, there's always some budgeting to do. And to manage a budget, you need a minimum level of financial knowledge."

His most important advice for students is to do as many internships as they can: "Use every spare minute you have for internships. Also, don't limit yourself to internships. Research, Google things, read articles and make sure you are on the right path. It's OK if you realize that you don't want to do a certain job. Try it out, go for different interviews, learn how they work. Theory is very important, but you need to get a sense of how it actually works. That's something I always encourage people to do."

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Consulting

Consulting

Consultants provide expert advice and recommendations to companies and individuals across a wide range of business sectors. Today's consultants must be highly skilled, adaptable, multifaceted and up-to-date on the latest technologies and trends. As an industry that is directly affected by changes and improvements in all sectors, its resilience is constantly tested. Companies are looking for new ways to approach client needs through collaborations, revised billing models and increased versatility, to name just a few. From the Big Four to freelancers, from crowdsourcing to startups, the consulting world that our alumni work in will certainly look completely different in a few years.



Bruno Wattenbergh

Chairman of the Ernst & Young Belgium Innovation Board

Ernst & Young

I'm from Belgium. Growing up, I lived next to the Brussels American School, so I spent most of my youth climbing over their fence to practise sports. I eventually became their soccer and volleyball trainer; this is where I learned English and started to appreciate the international world.

I have three jobs. My first job is senior advisor and ambassador for Ernst & Young where I discuss how strategy is linked to innovation with customers and help them with their transformation. Second, I speak on radio and television, where I explain to the public what's going on in the economy. If you type my name in Google, you will find plenty of interviews. I am the economic expert at one of the largest French-speaking channels in Belgium. And third, I'm also an academic director at a business school in Brussels, where I run the advanced master's degree program in strategy in innovation.

Innovation is one of the hardest subjects to help people understand. Sometimes, someone has been doing a job for 25 years, and there is a change. Suddenly what they do doesn't create value any more. It's catastrophic for these people who feel that their company and/or society no longer pay attention to them, and they don't understand why. I talk about this change of paradigm a lot. Technology has transformed the way we are consuming, society at large and the way companies work. I spend a lot of time explaining this to people.

Innovation is how you contribute to bringing new added value. An invention only becomes innovation when an entrepreneur takes the invention's technology and incorporates it into a process which gives it impact. For example, the solar panel already existed 60 years ago, but it had a very small market. Today entrepreneurs are using this technology in different ways to help solve the challenges of the climate crisis. It's technology plus entrepreneurship that leads to innovation. And for it to be innovation, it must change the way people live and work through disruption. When you disrupt the way of doing something, you bring in innovation which creates value, and people stop using the former technology and systems in favor of the new ones.

Kevin Sigliano

Managing Director, **Good Rebels** Director of International Business Development, **Admira**

I was born in Italy but moved to Brazil as a child. Then I moved to Venezuela, the U.S.A., Germany, the U.K. and Spain, so it's hard to define exactly where I am from. I speak Italian, Spanish, English and Portuguese fluently. In addition to my business studies, I am also certified in sailing and scuba diving. I'm also a father of five.



I have five jobs, including leadership roles at two startups: Good Rebels, a consulting firm, and Admira, which specializes in retail technology. I deal with business development, thinking outside the box and managing teams on a daily basis. My average day always starts with looking at how my companies are doing. At the same time, I have to focus on my other jobs, and do a lot of traveling for conferences and for networking. I'm very fortunate to spend a lot of time with startups; I speak to between five and 10 a month. Finally, I also teach at a business school in Madrid.

I advise companies on, among other things, how to apply digital transformation. Right now, a lot of companies are questioning how much they should innovate, how to change their organization, how to grow and how to generate traction. There are many CEOs or boards of directors that let me be part of their thinking. Once or twice per month, I meet and help one of these leadership teams with their transformation, growth, strategy and roadmaps.

Sometimes, when I speak to people, they tell me, "Kevin, it's crazy. Nobody can be effective having four, five or six initiatives at the same time." It is possible; you just have to learn how to work in a different way,

a less traditional way. It's having your clients and your team know that you are not always available, that sometimes you have to work remotely or from a different time zone. It is this collaborative lifestyle that allows me to participate in four to six projects at a time. At the end of the day, you must always deliver the results. So, my job is obviously to make sure that, even though I have limited time, I use it to generate enough impact to be meaningful to that company or in that professional role.



Jack Zhang

Co-Founder; Senior Consultant, Leadership & Management Training, **Huawei** Consultant, **Leadertao**

I'm from and continue to live in Shijiazhuang, the capital of Hebei Province, which is south of Beijing. I have also lived in Egypt, Mexico and Panama.

As all EU students learn, a strong network is what will get you the farthest in life. Jack understands that lesson well because he runs his own consulting firm with a group of colleagues and friends. Jack is a specialist in training and consulting for new managers and other professionals. He specializes in leadership and management; he also looks at optimization and entrepreneurial ventures.

Jack has worked for many major multinationals throughout his extensive career. These include Siemens, a German company; Ericsson, a Swedish company; and Huawei, a Chinese company. Today, he helps multiple clients develop their businesses and take them to the next level.

When it comes to what most companies need, Jack says all businesses share certain commonalities. "When discussing leadership, companies don't realize that they may have clear strategies and plans but, without proper execution, these plans never become real. It is important to have good leadership that makes that path clear to employees. As people, we need to have purpose; for companies, it's similar. A company might have its purpose, but, if it's not perceived by its employees, projects don't come through."

Jack earned both his MBA and DBA at EU Business School, and credits the programs for complementing his practical experience with theoretical knowledge that has allowed him to have a multi-level understanding of business. He developed a systematic way of thinking; he expanded his perspective on corporate purpose; and learned to take culture into account considering it to be one of the most valuable aspects of a company. It is also important to consider not only that a strategy is executed but the way in which it is implemented. Jack believes this knowledge of how management works is what sets him apart in his field.

Zia Siddiqui

Product Consultant
**Boston Consulting
Group**

I grew up in Uttar Pradesh, the most populous state in India. I speak three languages: Hindi, English and German. Aside from India, Germany and the U.S.A., I've also lived in Sweden. In my free time, I love to ski.



Before EU, I had very little knowledge about the business side of things. My bachelor's degree is in technology so, before pursuing my MBA, I was limited to a technical understanding of things.

Studying an MBA at EU gave me the necessary skills to excel in the business world. The theoretical knowledge, enormous number of case studies and practical insights from the real-life experiences of lecturers prepared me for my job at Boston Consulting Group (BCG).

BCG is one of the best consulting companies in the world to work for, and I've been with them for over five years now. They offer a very good work-life balance and are one of the three most prestigious employers in the field of management consulting.

What keeps me motivated to work for BCG is that I learn something new every day. Working directly with clients offers me a very challenging environment in which to progress.

My day starts with a coffee at the office, before I take calls and have in-person meetings with other team members. These meetings give us the

opportunity to distribute our workload and seek help from colleagues if necessary.

After that, my day usually consists of regular catch-up calls with clients and the processing of ad-hoc client requests. During these conversations, clients let me know whether there are any changes to their cases, or if they need additional help.

One of the reasons I was hired to work for such an international company is my international experience. Having come from India to live in Europe, it was inevitable that I would experience some culture shock. If you're studying in a different country, it is likely that there will be significant cultural differences with your home country. I would suggest that you embrace them: don't reject unfamiliar habits and customs of your host country; try to understand and adopt them. This doesn't mean you have to forget or discard your own culture; being cosmopolitan means incorporating some positive characteristics from new cultures into your own.

In my opinion, being prepared to adapt is the most important factor for adjusting to (and enjoying!) life in a different country.

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Data &
Technology

Data & Technology

Today, data is currency and technology influences, changes and disrupts everything. Analytics is at the core of today's businesses, from the development of business strategies to driving operational excellence. Data analytics – examining and analyzing data to draw conclusions that can be applied strategically – is one of the fastest-growing career paths for business graduates. Technology has grown exponentially; it's no longer just about technical minds, but also about managing new advances and the driving forces behind them. EU alumni have achieved outstanding success in positions within the technological and analytics sectors thanks to the comprehensive education that they received at EU Business School.

Our Alumni in Numbers

Our community of 27,000+ alumni successfully work and live across the globe. Learn the top facts here.

TOP FACTS

162

nationalities

20%

are CEOs

31%

are entrepreneurs

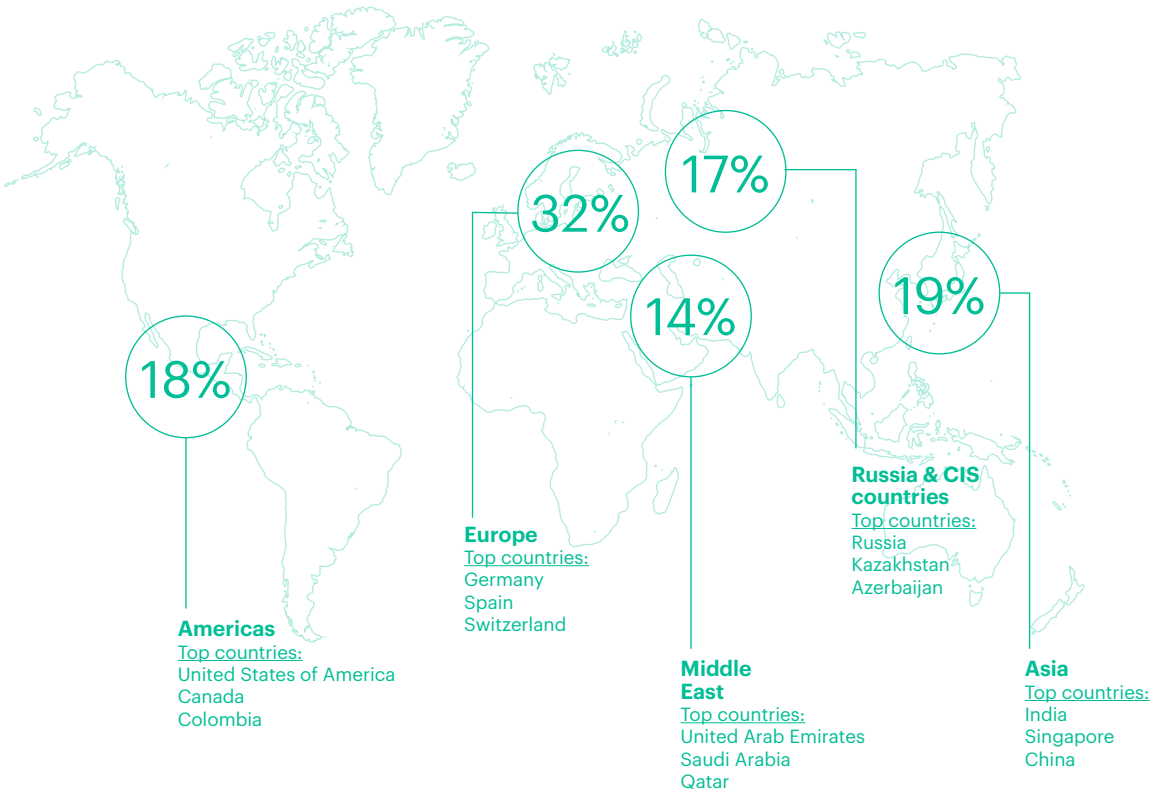
20%

work in family businesses

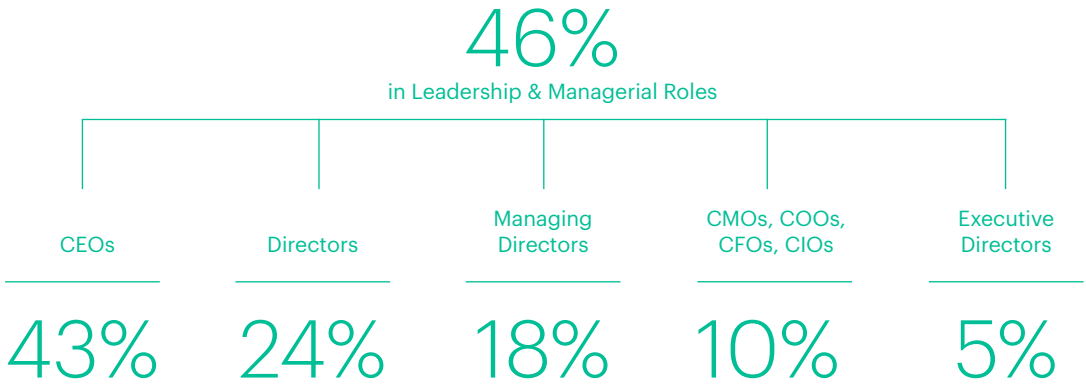
54%

are women

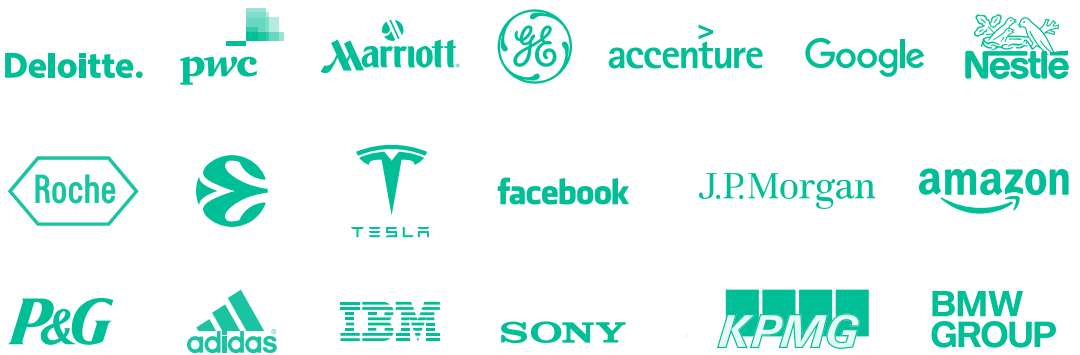
WHERE OUR ALUMNI LIVE AND WORK



OUR ALUMNI ARE BUSINESS LEADERS



TOP COMPANIES



TOP INTERNATIONAL ORGANIZATIONS



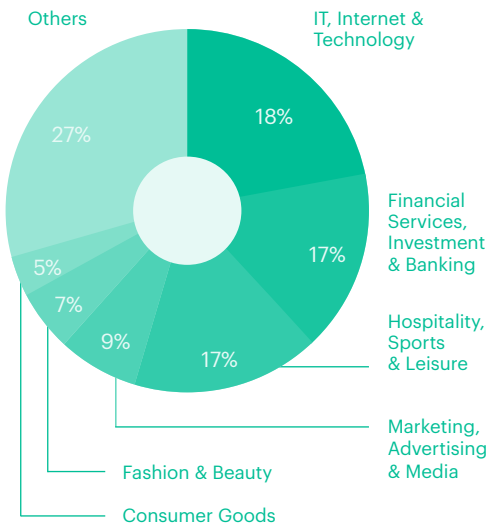
Our Bachelor's Graduates

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

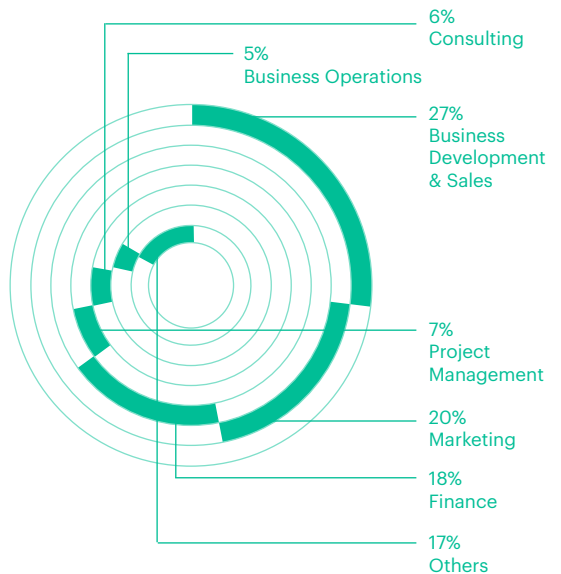
93% accepted a job offer within 6 months after graduation

54% of students found work abroad

BY INDUSTRY



BY FUNCTION



MOST POPULAR JOBS

Business Development & Sales

- Account Manager
- Sales Manager
- Sales Consultant

Marketing

- Digital Marketing Executive
- Social Media Manager
- Customer Experience Manager

Finance

- Investment Analyst
- Financial Controller
- Private Banking Associate

Project Management

- Project Coordinator

Consulting

- Business Analyst

Business Operations

- Operations Officer
- Private Banking Associate

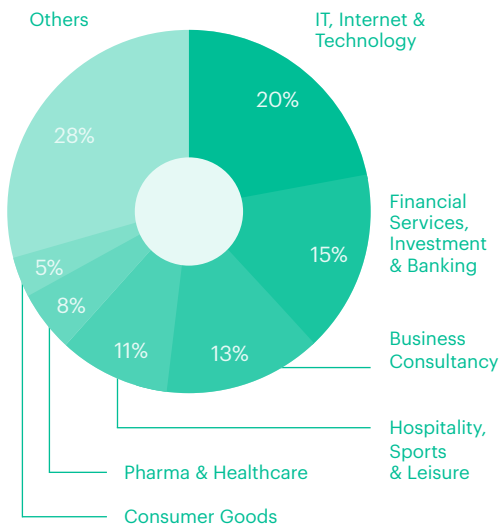
Our Master's & MBA Graduates

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.

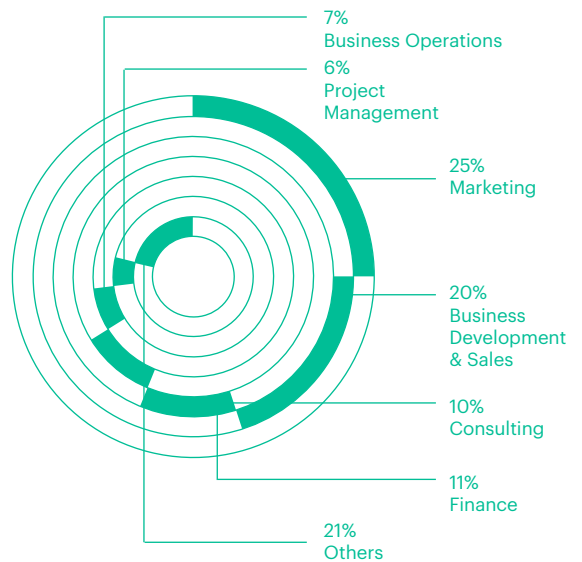
91% accepted a job offer within 6 months after graduation

52% of students found work abroad

BY INDUSTRY



BY FUNCTION



MOST POPULAR JOBS

Marketing	Business Development & Sales	Finance	Consulting	Business Operations	Project Management
Marketing & Communication Manager	Sales Executive	Financial Manager	Consultant	Operations Manager	Project Manager
Brand Manager	Business Development Executive	Financial Analyst		General Manager	
Product Manager	Area Manager	Chief Financial Officer			



Fabrice Goffin

Managing Director and Co-Founder Zora Robotics

I was born and live in Ostend, Belgium. I also lived for a time in Qatar. I speak four languages: Dutch, French, English and German. I run an animal shelter in my town and I also have seven beehives with over 200,000 bees.

Fabrice describes his first job as a social secretary in Brussels as “terribly boring”. Soon after, he started at the World Trade Center Association in Antwerp and rose to the position of director.

Some years later, Fabrice met Deblieck Tommy, his future business partner, in Qatar. “We didn’t know each other, but shared a passion for Star Wars and R2D2. We thought, ‘What can we do with a robot?’” The two decided to pursue their passion in addition to their full-time careers.

“We wanted to bring robots into hotels as virtual concierges, welcoming people in several languages – currently they speak 19 – but hotels were not really interested in robots back then. They wanted real humans to talk to real humans.” As time and money were running short, the pair were forced to choose between passion and security. They chose passion.

Time passed with much effort but little to show for it, until one day they received a phone call from the head doctor at a university hospital. He thought humanoid robots would be the perfect interactive tool to help young burn survivors stay motivated to continue their rehabilitation.

This unique collaboration resulted in the creation of Zora. Only 57 centimeters tall, she would jump around and patients couldn’t help but be amused and engage with her. “[The burn victims] had the same reaction we had when we saw the first Star Wars movies as children.”

One week later, the robots were featured on TV and another phone call came in. This time with the idea that Zora could help the elderly. “People who don’t know how to use a smartphone are now working with humanoid robots.”

Zora’s second robot, Pepper, is the first robot capable of recognizing and adapting to the main human emotions, moods and behaviors. She also has a face-recognition system, is 1.2 meters tall and can hold a tablet. Pepper is currently being used in airports, shops, pharmacies and hospitals. She can welcome customers, give directions, provide information about new products and answer questions about medication.

Zora Robotics is currently working on the first robots for people’s homes. These include James the butler and Billy the smart flowerpot.

Imro Ritfeld

Senior Technical Program Manager

Amazon

I'm originally from the Netherlands and now live in Kopstal, Luxembourg. I have been with Amazon since 2013. If I could, I'd like to break the world record for the biggest charity donation and make the world a little better.



I started as an EDI business analyst. I interacted with Amazon's customers, vendors, manufacturers and logistic partners. While rolling out multiple large projects and working with cross-functional teams, I was able to make myself visible throughout the organization, which led to a promotion to senior integration solutions architect. Though most of the work was similar, the scope was larger. The focuses were automation and improving the quality of processes around our manufacturers. There, I worked with more teams within Amazon and became a "go-to" person for advice and knowledge-sharing. After a few years, my plan was to do something else and learn new skills. I was approached by different teams but decided on the Amazon People Tech team.

As a senior technical program manager, I am responsible for managing programs/projects across the HR technology stack, focusing on time and attendance systems. I assemble teams and identify the appropriate resources that are needed for specific projects. I also complete management tasks like defining projects; collecting requirements; writing detailed functional and test specifications; coordinating efforts to scope; scheduling and deploying; as well as doing cost-benefit analyses and communicating results

throughout Amazon. Within this team, there are lots of daily challenges, so it's a great opportunity to learn a whole different aspect of the Amazon business.

A multinational company like Amazon is definitely not for everyone. To begin with, it is difficult to meet Amazon's high hiring bar. It is also challenging for a lot of people to keep up with the company's pace.

Because Amazon works in teams, sometimes in cross-functional teams, you don't really notice that it is such a large multinational. You only notice it when there is an "all-hands" meeting and you see the number of new "Amazonians" who have started in that quarter and the total number of people attending. Sometimes, these "all-hands" meetings are held in a football stadium; that's when you really notice how big the company is.



Luis Pardo Céspedes

CEO

Sage Iberia

I am from Spain and currently divide my time between Madrid and Barcelona. I have also lived in U.S.A. and the U.K. I speak Spanish, English and French. Since graduating from EU, I have earned five master's degrees. I love to travel and my great passion is to spend time in nature and with wildlife.

Tell us a little about what you do on a typical day at Sage.

Sage is the market leader in accounting, payroll and payment systems for business owners and entrepreneurs around the world. It has more than 13,000 employees serving millions of companies in 23 countries.

As a CEO, I have a lot of responsibilities to our stakeholders such as investors, customers, employees, suppliers, media and business partners. I need to take care of all of them. So, prioritization is key in my day-to-day work. Around 80% of my time is action-driven: attending meetings; talking to executives and employees; internal and external communication; negotiation; mentoring; and administrative tasks including answering emails or signing contracts. I also use part of my day to think and reflect on projects, strategy, risk management and the key decisions I need to make regarding business and people.

You have continually pursued further studies throughout your career. What is the value of continuing education once you are part of the workforce?

I've never stopped learning. We are in the digital and global era, in a changing and complex world

where our professional lives are getting longer. In this context, being up to date and continually learning are musts if you want to progress. It's a no-brainer that continuous education is the best investment you can make for yourself and for others.

What is the most unglamorous aspect of being a CEO that people don't usually imagine?

The CEO is the top operational decision-maker in a business, and the role comes with the highest levels of responsibility. CEOs are responsible not only for all stakeholders (investors, customers, employees, etc.) but also public administration issues. They must spend more time than people realize on compliance and risk-mitigation.

This means that you must make the hard decisions that no one else wants to face. It's lonely, comes with full accountability and has a heavy impact. So, the job brings maximum stress and pressure every day, plus you have to factor in constant travel and a very busy schedule. It's a price you need to consider carefully, because it means less time for very important matters: your family, your friends and yourself.

Hidayat Heydarov

Data Scientist and Product Owner

Mercedes-Benz.io

Originally from Azerbaijan, I now live and work in Berlin, Germany. After earning my bachelor's degree at EU, I went on to earn a master's in economics and politics. I speak Azerbaijani, English, German, Russian and Turkish. During my very limited free time, I like to play music and write.



My time at EU was focused on international business. I did the dual program with the University of Derby, focusing on management. I was part of the first generation to do the program, which was pretty cool. After graduation, I thought I would go straight to work, but I didn't really find anything that matched what I wanted to do. I decided to pursue a master's degree and stay in Germany. I studied while also teaching economics and politics to bachelor's and master's students. During my last semester, I wasn't convinced of the path I was on, so I took a few courses on machine learning in economics and finance.

I decided I wanted to work in this new field with data, so I joined Daimler Financial Services doing a project in risk management, using machine learning to try to predict economic risk based on global news. That was my first real-world project, which meant that it didn't come with the pre-prepared data sets you get as a student; it was a "hit-the-ground-running" kind of learning experience. From Daimler, I moved to Mercedes-Benz.io and became a data scientist for a few months before also becoming a product owner.

Within the Agile structure, a product owner, together with a product team, ensures that the UX and UI professionals, data scientists and engineers deliver a solution. We work in enablement teams without a manager; there is always a supervisor, but it's unlike the top-down approach where people tell you directly what to do. A product owner does not come up with an idea, a product, or even an aesthetic. A product owner makes sure the work being done by the team remains aligned with the result(s) the team needs to deliver.



Margarita Liaifer

Team Coordinator International Air Transport Association (IATA)

I'm from Saratov, Russia, and I've been living in Geneva, Switzerland, for the past seven years. Geneva is a very international and competitive city. I speak four languages and am constantly trying to upskill. However, I believe perfection is totally overrated, and that we learn the most from our mistakes.

The International Air Transport Association (IATA) sets the international standard for services and business practices among member airlines. As an example, the three-digit airport codes used internationally, such as GVA for Geneva Airport or MUC for Munich International Airport, are an IATA convention. As team coordinator, Margarita manages the collaboration between team members, stakeholders, communication and project delivery.

When working for such an international organization, it's important to keep emotional and cultural intelligence in mind. "It is important to understand that people come from different backgrounds and have different expectations. Working in any big organization requires a huge amount of collaboration. To be successful, everyone needs to feel comfortable with each other."

Margarita says she was always passionate about the airline industry and, of course, IATA is the biggest expert in this field. "We have a global overview and skilled people to deliver the best expertise." She thinks the complexity of the industry and the high degree of collaboration required between the different stakeholders is amazing.

Margarita considers mapping to be an important first step to improving operations and processes as well as to identifying opportunities. "It is helpful in identifying not only weaknesses and bottlenecks, but also the advantages of a process. Researching new trends and methods in technology and applying them to current processes is my preferred way of improvement," she says.

As part of an international company, Margarita says the EU alumni network allows students to help one another, share experiences and opportunities.

"I believe it is an amazing opportunity to be part of the alumni network, especially as many students come from abroad and don't have a support structure yet. Reaching out to fellow alumni helped me expand my career opportunities, as well as to get feedback on further education and courses to enhance my qualifications." Her advice to students who see themselves working for a big, international organization like the IATA is to start building their skills while they are still at university, particularly language, computer and presentation skills. She adds, "Don't be afraid to apply even if you believe you're underqualified."

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Digital Business

Digital Business

In the 2020s, the pace of technology-driven change in business will only speed up. High growth in the amount of technology available has been accompanied by a rise in customer expectations, the loss of time zones, a global workforce and an increasingly demanding economy. The rapid transformation of the business landscape requires professionals who are flexible, open-minded and can adapt nimbly and effectively to changing circumstances. Our EU alumni acquired these fundamental skills as well as practical knowledge and are now leading change in digital businesses across a wide range of sectors.

Patricia Jordà

Head of Operational Excellence Team Kantox

I'm from Barcelona, Spain, which is where I currently live and work. In addition to Spanish, I also speak Catalan, English, Italian, Portuguese and I am learning French. I've also lived in Brazil, Mexico and Italy. I am very energetic and practice sports as part of my daily routine to burn off some of that extra energy. When I need a creative outlet, I paint or draw.

I am in the third phase of my path at Kantox, where I have been working since mid-2019. I am the Head of Operational Excellence; my team focuses on scalability and growth. We want to become the best player within fintech that specializes in currencies and international payments through automation. We work on projects while keeping an eye on mid- and long-term prospects to ensure we are prepared as a company to face challenges and achieve goals. We examine things from many perspectives, which can include organizational and team structure matters as well as the implementation of new processes or systems.

Digital business comes with a lot of positives and a lot of challenges. It's so much easier to start conceptually, and you also don't have to invest as much in terms of stock and operations. But it also comes with a down side because you have something that is neither visible nor tangible to show a client. When something is not very concrete, it's harder to explain your competitive advantage.

It's vital to be well prepared when you make a presentation to a client. You need to thoroughly understand with whom you are speaking, what their

company does and how your product can help them. Getting a meeting with a client is difficult, so you must make sure that the meeting is productive. Show up with a well-studied business case that is close to what they do, benchmark their competition, emphasize the human aspect of the company and show them exactly who is working on what. Understand that they already have preconceived notions of what you do and leverage that. As you are not showing them something concrete, it's important to understand what scenario they will visualize and how they will see things. Also, tools like demos or a platform will make your pitch stronger, but make sure that every button and click works perfectly because you want the client to retain the best possible image of your company and product.

Mark Dencker

Founder Wiredelta

I am from Denmark and I live and work in Copenhagen. I've also lived in Spain, which is where I studied, and in India, where I started Wiredelta. Over the past few years, I have been working with the United Nations, heading up their U.N. Live Online project. Finally, my passion for blockchain has been translated into the startup Blockbasis, which allows people to transfer and trade coins using their own private key.



Wiredelta was founded as a training institution for computer science graduates in 2012 in India. We wanted to create a place where an entrepreneur could come with a great digital idea and find a well-trained tech team to bring it to fruition. At the beginning, I was sitting in a room training people how to develop modern web and mobile apps. We are now headquartered in Denmark. Once we had our teams built, we began working with ambitious projects for high-growth organizations. Today, we are an agency of 40+ talented builders, developers and designers who can develop all kinds of apps.

In technology, people come from all backgrounds. There is obviously a practical skillset for coding or design that you must have but, really, it's about your attitude toward doing good work. In short, it's about the people. An agency is only as good as the people that work there. We don't have a tangible product to sell, such as a phone, for example. We rely on our people to come up with great solutions for the ambitious projects we work on.

I would advise students not to build a résumé, but to build a career that gets you fired up every morning. Everything is changing so fast and doing something

simply for the sake of putting it on your résumé might be a waste of time. When I was a student at EU, I specialized in global banking and finance. Everybody was heading toward companies like Goldman Sachs or Morgan Stanley, but I started Wiredelta. What's interesting is that, as finance is increasingly powered by technology, a lot of my former colleagues come to me because I have a background in finance from EU, but now I also have vast experience in technology. I followed the path that was right for me and, when you do that, karma has a way of opening the right doors for you, one way or another, sooner or later.



Hector Perez

CX Specialist Ford Motor Company

I'm from Valencia, Venezuela, and now I live in Madrid, Spain. I've also lived in Argentina and the U.S.A., so I am bilingual. I love all sports, especially surfing and football. I am also a musician; my latest music video has over 58,000 likes on YouTube.

After completing his MBA at EU, Hector got an internship at Ford. This was not easy, he says, as he needed a visa to work in Spain. He says the EU career services department was instrumental and that he would never have been able to obtain the internship on his own: "It seemed impossible, but we finally did it."

In a few short years, Hector became the FordPass Coordinator. Ford was the first company in Europe offering cars with built-in modems. Combined with the app, it allows Ford owners to start, stop, lock and unlock their vehicle and also get health alerts after activating the modem and service. Hector set his goals sky high, and, in less than a year, his market (Iberia) had the highest activation rate in Europe. How? "I created a governance process involving all internal stakeholders at all levels," he explained. "At each dealer, there was one FordPass ambassador who was the 'leader' of targets. At the same time, we scheduled a monthly meeting with senior management which meant there was extra motivation to hit targets." That was the secret to his success: getting everyone involved, from the salespeople to the CEO.

From: Venezuela **Lives in:** Spain
Studied: MBA in International Business, 2015

Johannes Martiny

Digital Transformation Manager Accenture Interactive

I'm originally from Dusseldorf, Germany, and now I live in Cologne. I have also lived and worked in South Africa, Italy, the Netherlands, Spain and the U.K. I speak five languages and I like to read, play chess and ride. Last year I completed a triathlon.

Our daily lives are becoming increasingly digital. As a consultant, I talk about "liquid expectations"; getting used to something in one part of your life and expecting the same thing in all other areas of your life too. Our lives are digitalizing because the world is digitalizing. We are simply adapting to the new normal.

At EU, I was confronted with many different cultures and approaches to life which taught me the value of being open-minded and how to draw on new experiences and perspectives. You learn how to do this first at an academic level, when you have classmates from different countries speaking different languages, and when you are visiting new companies and learning new tasks. You have to learn to go with the flow, adapt and then take it from there.

In parallel, transforming digitally means coping with today's challenges. Some companies adapt independently, while others need support and guidance, which is where I come in. If your customers function digitally, then your brand doesn't get to choose whether to be digital or not. Everyone today has a smartphone and/or a computer, so, if you want today's customers, you had better be digital.

From: Germany **Lives in:** Germany
Studied: Bachelor of Business Administration, 2008

Zlatka Ruseva

Lead Specialist, Programmatic Strategy & Optimization MediaMath

I'm originally from Bulgaria and now I live in Berlin, Germany. I speak Bulgarian, English and German. In my spare time I love to travel, do yoga and eat really good food.



MediaMath is the world's leading demand-side platform. It's a piece of software used to purchase advertising in an automated fashion. Every day, we are changing the way people do advertising online by using insights based on data, machine learning and algorithms to intelligently automatize media buying. My long title means I am responsible for knowing how the technology functions and how to optimize media planning and buying for clients like Pepsi and IBM, and how to use new cutting-edge technologies to help them reach their business objectives.

I'm proud that I can work in an environment so aligned to my own values. The company is full of like-minded, young, talented people and we are encouraged to "embrace the journey" which means be yourself, laugh at the little things and practice gratitude daily. This creates a positive, zen-like environment within the fast-moving, ever-changing world of online media.

MediaMath is about 12 years old, and it's been a major contributor in actively changing the way people or companies think about advertising. At the beginning of the digital marketing era, there was a lot less control over when and to whom ads were shown.

Programmatic advertising was born from a need for direct access and transparency for control over ad expenditures. The client should be at the center of your marketing activities, and you want their ads to appear to their target audience and not the public at large. Showing your ad to customers who aren't interested is not just a waste of money but could also create a negative brand association. It's hard to believe, but many brands still don't practice a customer-centric approach to advertising. That's why it's also essential to consult clients on new market opportunities and tools so that they can optimize their spend, their reach and achieve positive business outcomes.

I'll illustrate what my EU MBA did for me using the Signaling Theory. In essence, getting my MBA told my potential employer (in this case, MediaMath) that I was capable and had a certain set of skills acquired through my business studies. The most valuable thing I learned was that focus and discipline, more often than not, mean freedom. It opened the doors to where I am today.

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Entrepreneurship

Entrepreneurship

Over the past 50 years, entrepreneurship has completely transformed. The traditional definition of an entrepreneur is someone who starts a business; nowadays, this has expanded to include scaling, innovating and transforming the world by solving problems through business. Our EU alumni have established or run innovative and successful businesses in areas as diverse as sports management and pharmaceutical materials. These alumni believe that the multicultural community, emphasis on practical learning and the access to world-class business leaders, which are key to the EU experience, have contributed to their success as entrepreneurs.



Dominik Steiner

CEO, Digital Prophet and Investor

VPC Asia K.K. & 650

I was born in Switzerland, raised in South America and Africa, and later lived in Asia. I have lived in Japan for a total of 20 years. I studied law and then took my MBA at EU. I speak French, German and English as well as some Spanish, Japanese and Italian.

How do you define an entrepreneurial mindset?

Somebody who wants a quiet and secure future shouldn't become an entrepreneur. It must be somebody who's agile, likes doing new things every day, understands that managing risk and prioritizing are important and can manage the unexpected effectively. Risk and reward assessment are vital skills for an entrepreneur.

I think everyone should have an entrepreneurial mindset. When I hire somebody for my company, I expect them to be a partial entrepreneur; it's a quality that I look for. One that makes them react differently from someone who expects a hierarchical structure.

I firmly believe that somebody who becomes an entrepreneur because they think they have no other option will probably fail. Entrepreneurship must be one of several choices and not the only option.

What do you think is a skill that entrepreneurs often lack?

I can only speak for myself. I can't be in a subordinate role anymore. I got to the stage where I was just too aggressive, and I couldn't simply listen, accept and

do. I think I'm not the only entrepreneur who feels this way. After a while, you get to the stage where you can't go back to working for a company because you become "unhireable", as I have been told.

A famous headhunter told me: "We want your skills but can't fit you in anywhere. You're too expensive, or don't fit into the company. They need somebody who will listen to a boss who tells them what to do, and you won't be happy. Then you'll leave in six months." I think that's very true for many entrepreneurs, including me.

Many young and new entrepreneurs are not good at organization and keeping track of details. They often don't recognize when employees or someone else could do a better job and, therefore, they don't get the best out of their people. These management skills are difficult to practice in a small company.

Riya Kalra

Co-Founder Candyskin

I am from Mumbai, India, where I continue to live and work. I lived in the U.K. and Spain for seven years during my studies. I speak English, Hindi, some Spanish and Marathi, one of our local languages. I work so hard that I don't have much time for hobbies, but I like to swim when I can.



I have worked at my father's plant since I was 16. He manufactures different industrial textiles required for making tires. This is where I learned the technical side of the production process. After my education, I re-joined his company, independently handling the sales for a product they had not sold previously, and it did really well. I singlehandedly ran several departments including sales, marketing and dispatch.

It was my sister who had the idea of starting a lingerie business. She needed help finding production houses, determining the brand name, its look and feel, etc. It took us about a year to get the company up and running because we wanted to take time to understand the process fully before we began. For example, we spent a month in China to learn how bras are manufactured.

We launched Candyskin in January 2017. Our products are currently sold in about 250 stores in India. We have had a number of expansion offers from international partners, including Selfridges in London. However, we have chosen not to expand internationally yet, although we do sell our products on about 17 online platforms.

I currently take care of daily operations and our online presence, marketing and management, as well as offline operations like keeping track of the warehouse and dispatches. What I like best about having a startup is that every day I get to learn something new. I feel like now I can guide people and say: "Don't make these mistakes. We've already made them!"

When I was at EU, I felt the curriculum and hands-on learning helped students grasp what the future would hold, even though we had little practical experience at that stage. But for me, listening to inspiring guest speakers like Jean-Claude Biver was much more helpful than just sitting in class. Hearing about the experiences of these great leaders was great because they've been there; they're doing that daily. I felt I learned a lot from that aspect of my studies.



Bart Van Straten

General Manager Van Straten Medical, GreenCycl, Medical Repairs BV & WIMI BV

I am from the Netherlands; I live in The Hague and work in De Meern (Utrecht). I speak German, English, Dutch and French. I'm also doing a PhD at Delft University of Technology and am a licensed pilot.

We have seen the impact of new business models, such as the Uber model or treating product rental as services, first hand in our family business. In response, we shifted our business 180 degrees, moving from a traditional purchasing and selling model to innovation and products that are in line with developing the circular economy, in which I strongly believe.

We started by establishing a department for repairing surgical instruments, which was not very common a couple of years ago. For example, we can fix a pair of surgical scissors so that they work like new. That department has grown rapidly, and these activities have grown to represent 40 to 50% of our turnover in about four years. This is a very different way of structuring an organization, so we have expanded and moved into a new building. I also started a PhD program to research scientifically why these kinds of circular economy models are so much in demand. Dr. Tim Horeman is both my supervisor and research partner in researching sustainable and circular models.

It's important to have an entrepreneurial mindset to make these kinds of changes because you can't be afraid of taking risks. Innovating means doing new things, and new ideas are limited when you are scared to act. You really need to be dedicated wholeheartedly to your idea, and be determined to persevere with it. When you reach a point where you have achieved some success, that confirms that you are on the right track. From that point onwards, you gain confidence in your ideas and you move forward. I think it's quite important, especially in the early stages, that you have the courage to pursue new ideas.

I think we underestimate how important it is to present yourself confidently and convince people of your idea, because your potential customer determines in a split second whether they want to do business with you. EU Business School helps students develop these skills; for example, the small class sizes mean you are always presenting and exchanging ideas face to face, which makes a big difference.

From: Netherlands **Lives in:** Netherlands

Studied: Bachelor of Business Administration, 1994; MBA in International Business, 1995

Julian Baladurage

Co-Founder & CEO MBJ LONDON & alqemist

I am half German and half Sri Lankan. I have lived in several countries, including Switzerland, Spain and the U.K. I am currently based in Berlin, Germany. I get up very early so that I can get a lot done. I am currently running three businesses and am studying a doctoral degree part time.



I came up with the idea for and started MBJ LONDON while I was still a student at EU Business School. I was really enjoying all the content and everything we were doing in my classes and wanted to use some aspects of this knowledge right away.

I started MBJ around 2011. When I started, like a lot of SMEs, we were really struggling to ride the digital trend. I saw, of course, that larger companies had teams of consultants, but the average SME was struggling to simply have a presence online and they were not utilizing these tools to their advantage. I think that's where I realized we could help. At the time, I knew friends and family who were running small businesses, so I was able to find my first clients fairly easily. After that, it evolved as we went along.

Digitalization means that it's much easier for smaller companies to get a foot in the market and grow quickly if they have smart ideas. Large companies were late at getting into the digital world because of slow change management. Competitors who were much smaller have gained the upper hand because they are leaner, more efficient and scalable. I also think digitalization has enabled a lot of people with very little money to sell

products. For example, look at the way some people can sell one small product on Instagram with very low marketing costs.

In the startup world, you might have a company that consists of just three people in one small room, yet, between their online presence, their level of service and their branding, you have the sense that you are dealing with a much larger corporation. I have seen this happen many times. This made room for a certain type of creativity and, of course, it made these businesses a lot more competitive. In my view, smaller businesses with a good product and great service come out best.

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Fashion & Luxury

Fashion & Luxury

Recent studies indicate that when people have disposable income, they choose to spend it on improving the way they look in order to change the way they are perceived. The luxury and beauty markets are booming.

We are seeing that most sales at big luxury conglomerates – such as LVMH – come from beauty and fashion brands. Consumers in this sector have always strongly identified with their preferred brands. Today, digitalization is dramatically expanding the consumer's connection with luxury, fashion and beauty brands and products. Our alumni are achieving success in this multifaceted field in part due to the international exposure and solid business foundation gained during their time at EU.



Yassine Bakkari

General Manager, Consumer Goods, L'Oréal Morocco

I'm originally from France, but I lived in Syria, Lebanon, Egypt, Turkey and the U.A.E. before settling in Morocco where I now work. I love to travel and have adventures with my wife and children. I speak five languages and am an avid football player.

I started in France as a production engineer with the Swedish group Tetra Pak at the age of 22. It was a very fast, intense learning experience in terms of management and leadership. Four years later, I moved to Damascus to work for Bel, the worldwide cheese leader with brands like Kiri, Babybel and Laughing Cow. I worked with the factory's supply chain to grow the operation and export products to various Middle Eastern countries. Unfortunately, in 2011, we had to stop operations due to national unrest while having to maintain supply chain continuity to make sure that international markets didn't suffer.

I already had a background in industry, but I had developed a strong interest in business throughout my career. So, while still dismantling our Syrian operation, I did an Executive MBA with a major in marketing at EU.

EU transformed my life. Although I was interested in business, I didn't know what it really meant. Through the program, I not only learned what business was, but I learned it in an environment where I could discuss my ideas with my peers and other professionals. The experience gave me a 360-degree perspective of organizational behavior, management, leadership, strategy, commercial excellence, marketing, finance

and accounting. Before I took the program, I didn't know the difference between finance and accounting. Now I do.

After my program, I spent about two years in Egypt as industrial director for Bel in Northeast Africa, which was not the most stable part of the world. I learned a lot about commercial operations in this position as we exported to many countries in Africa and the Middle East.

Shortly after, I joined L'Oréal in Turkey as the general manager for a recently acquired factory for a very popular local hair care brand. It was a dream to join a worldwide leader in the beauty industry, one of the most ethical companies in the world, which is driven by passion for beauty, entrepreneurship and ethics. My job was to manage the "L'Oréalization" of the company; basically, my role was to make sure they met our global standards. Then, I grew and moved to Dubai as Middle East operations director, managing the end-to-end supply chain for the four divisions. I learned a lot about go-to-market, business leadership, innovation, marketing, product development and customer relationships within mass market and selective sectors. I am now the general manager for L'Oréal Morocco consumer goods, and I really enjoy my job every day.

Maria Ringblom

Brand Director Patriksson Communication Founder & Managing Director Ringblom Relations

I'm from Stockholm in Sweden, which is where I currently live and work. I speak Swedish, English, Spanish and Danish. I've lived in the U.K, the U.S.A., Spain and Cyprus. I am passionate about sports, travel, fashion and interior design.



What drew you to the world of fashion?

My mom works with fashion and is interested in interior design. So, I was brought up with it, and it has always been close to my heart. And, for me, combining that with communication, marketing and product development means combining my passions.

What are some of the more unexpected things that companies must consider today that they didn't have to think about 20 or 30 years ago?

One of the biggest is sustainability. Nowadays, fashion companies often have a sustainability manager with a whole team. That didn't exist 20 years ago. The growing emphasis on being healthy and taking care of ourselves and our environment will put a lot of pressure on companies. It's already begun, but now it's more a question of how to communicate this message. A lot of companies are very open about what they're doing; some are still trying to figure it out; and some are just beginning to work out what to do.

How did EU help you on your career path?

Having a good education is essential and I think it's going to be even more important in the future. EU introduced me to lots of different cultures and

different people. And we had some fantastic teachers with lots of professional experience, who really knew their stuff and how to transmit their passion.

What are the pros and cons of digitalization?

The upside is that everything is quicker; you can find information, gather material and communicate more efficiently. When it comes to customer service and the way brands communicate with their customers, digitalization plays a big role. For instance, if a company uses their social media platforms such as Messenger or Instagram to communicate with their customers, they can respond very quickly to questions and queries. Some companies still do it the old way where a customer can be on the phone for hours, trying to get information. Nowadays, people want speed, convenience and transparency. A company that communicates with their customers more frequently and openly will gain their trust and loyalty. The next generation will be even quicker and, if a company can adapt, it will grow and progress.



Fanny Lanctot Fortier

Director Go-To-Market & Marketing Operations, Eastern Europe

adidas

I am originally from Montreal, Canada, and I now live in Warsaw, Poland. I speak French, English and Spanish fluently, and I have started learning Polish. I don't like having routines – I feel inspired by newness, change, diversity and spontaneity.

Can you tell us a little about what you do?

I lead a team that drives and ensures adidas' cross-category business and brand success in our market. We do this by leading the development and execution of optimal go-to-market (GTM) planning within a strategic framework, bridging commercial and marketing priorities. We also make sure the marketing operations (MOPS) that support proper execution are efficient, timely and on budget.

How did you get started in the industry?

I started working for adidas in Barcelona during the last year of my BBA. I worked for Reebok which was acquired by adidas in 2006. Having spent years competing in tennis and volleyball, I had naturally gravitated towards like-minded people who were passionate about sports and fashion and who aspired to share that passion with others.

What surprised you most about your industry when you were just starting out at Reebok?

I was surprised by how inspiring it can be. I didn't feel like I was part of a company; I felt like I was part of a movement, something much bigger than myself.

What did you learn at EU that helps you in your everyday role?

My time at EU helped shape me and helped me strengthen my identity. Knowing who you are and who you want to be is important because it will guide your choices. I have built my career around taking risks, having high standards and being personable.

Do you have advice for current EU students who want to go into the sporting goods industry or want to work for a big, international company like Reebok or adidas?

Don't be intimidated by the size of the company. What is important is what you bring to the specific function. If you feel it's right and you know what value you can contribute, go for it. Don't let any specific criteria on a job description keep you from applying; just trust your gut. Showing passion for the industry is also a determining factor that makes all the difference in a hiring process.

Stefan Relic

Global Camper.com Manager, Digital & E-Commerce Camper

I'm from Belgrade, Serbia, and now I live in Palma de Mallorca, Spain. I have lived in seven different countries and have a personal passion for fashion and aesthetics, which I transformed into a professional career by working in the industry for over six years.



I manage everything on all Camper websites, from planning publications and managing content and commercial and brand campaigns to handling maintenance for all the sections of the website and UX optimization. Basically, I ensure that the Camper websites work smoothly, that they are constantly improved, and that customers enjoy the best possible online shopping experience.

Online shopping has so many advantages over brick-and-mortar establishments, including saving time, infinite choice and a lack of geographic barriers. Also, being able to read reviews and insights from other users regarding the product you are considering is very useful. All that online shopping lacks compared to retail shopping is being attended by a human as well as the overall retail shopping experience. For some customers it is crucial, and this market segment is harder to capture for online marketing.

People think that everyone who works in fashion attends fashion shows, but I spend most of my day analyzing data and using these analyses to design business strategies. So, I always advise young business students to solidify their analytics knowledge and learn how to work with data.

One of my roles at Camper is adjusting our websites to each market. There are many factors that vary by market including dates of sales events, holidays, delivery options/timings, etc. All of those factors need to be adjusted on each website for all markets.

For example, the Asian market, in which I was working during my previous job at Massimo Dutti, has a very different mentality from the European one. The fact that I was studying in a very international environment when I did my bachelor's degree at EU helped me to understand different cultures and mentalities even before graduating. Getting to know people from around the world opens your mind, and that, I think, is one of the best assets you can gain from studying in such an environment. I think that open-mindedness still helps me do my job better right now. Anyone who wants to work in e-commerce should work on their "thinking outside-the-box" skills because this industry is evolving daily.

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International Organizations

International Organizations

In the 21st century, the work of international organizations is continually challenged by rapid changes in the global sphere, as well as the building and dismantling of existing international and national structures. These drastic changes have resulted in an increasing demand for regulation and guidance by international organizations which, for their part, must work under increased pressure to adapt to these changes. Many EU alumni have chosen to pursue careers within international organizations, committed to making the world function better on a global scale. These alumni use their skills to innovate, transform and drive change across the globe.



Michael Mihut

Planning, Evaluation & Program Management

World Health Organization

I'm originally from Romania. I've also lived in Canada and now I live and work in Switzerland. I speak Romanian, French, English and a bit of Spanish and Italian. Outside of work, I love music and am interested in history, photography, continuous improvement and ethics research.

When I was in medical school, my dream was to work doing medical research that would bring new tools to marginalized communities. So, parallel to my clinical career, I started to work in research in the pharma and biotech sectors, initially as a hobby and then eventually making it my full-time occupation. In the private sector, leaders often had a product- or business-first approach. My role as director of quality and a physician was to instill a people and patient-first approach. Joining the WHO, the United Nation's agency for public health, brought me to a place where I can contribute to positive change for marginalized communities. I am following my dream.

I had already accumulated significant experience managing various departments in the private sector before joining the WHO. To satisfy my desire to further my knowledge in the field of international business and management and to improve my organization, I decided to pursue the online MBA at EU Business School. The knowledge I acquired provided me with the right tools to expand my work in finance and external relations and to manage projects and programs more effectively.

You need the same qualities whether you're working in private or public sectors. These include technical proficiency, soft skills (perhaps more in terms of tact, diplomacy and foreign languages if you are working in the international sector), a willingness to contribute to a goal or a cause and to follow very stringent rules of conduct so that you don't compromise the image of the organization.

Both sectors are concerned about value for money, whether it's doing more things with the same budget to create more impact in the public sector, or putting money back in the pockets of investors in the private sector. Both require good management and best practices. When I first joined the WHO, I thought there was a lot of bureaucracy but soon realized that those processes were there to ensure accountability, transparency and to prevent mismanagement. This does not mean private firms aren't bureaucratic – they generally are. That's why there's a need for Lean and other management methodologies.

Noëlle Alice Demole

Founder Shere Khan's Youth Protection

I was born in one of the biggest international hubs in the world: Geneva, Switzerland. I have a passion for helping people and helping them find better futures through the NGO I founded in 2018. My favorite journey so far has been freediving with orcas in Norway.



The idea to found Shere Khan's Youth Protection started when I decided to go to the south of India in 2012 when I was finishing high school. After I returned from that first humanitarian mission with the Friends of India organization, I felt the need to do something serious and helpful there. Humanitarian work has taken on a significant role in my life alongside my studies and work.

I decided to found my own non-profit after I became very attached to a young boy I met in the orphanage where I worked. This encounter inspired me and made me determined to find a way to impact the future of children like him. One day, six years after my trip, I was told by some locals that this boy had been forced to leave the orphanage due to his age and that he had no job, no parents and was living on the streets somewhere. I regretted deeply that I had not done something for him or others before. I was so impacted and knew I had to help young people in the south of India who are vulnerable to the dangers of street life (such as human trafficking, which is a huge issue in the entire country). The association's goal is to fund education programs for the next Indian generation.

Currently we help 68 children, teenagers and young adults. Our long-term goal is to help about 1,000 individuals become academically and financially independent.

Attending EU Business School for my bachelor's degree allowed me to earn the first significant key to my future career goals and ambitions. EU Business School got me into Columbia University in New York for my master's degree and, ever since, I have built my career path in ways I never thought possible. My next academic goal is to be a PhD researcher at King's College in London, studying modern day slavery in situations of conflict and terrorism. EU Business School was the place that gave me the chance to start my life in the best possible way. I strongly encourage prospective students to apply here.



Stefanos Kissoudis

Senior Business Analyst/Technology Expert Consultant European Commission (Directorate General of Informatics)

I was born in Athens, Greece, the birthplace of democracy and politics; now I live in Brussels, the center of European politics. I speak English and Greek and I find inspiration by riding my bike and getting lost in the woods.

As a technology expert, do you find that things are constantly moving faster and that it is harder to keep up?

Technology does evolve at a very fast pace and following up on all the latest developments would require having the gift of being able to create time. My advice: follow up on major developments but don't consume every single commercial application or program released by service providers.

How do you approach understanding and solving problems?

My Greek origin subconsciously drives me to practice the Socratic dialectic method. Complicated problems usually require posing a series of questions and answers leading to a better understanding of the problem. Upon identifying the root, you proceed by listing all different views, multiple proposals and diverse approaches. By offsetting contradictions and satisfying most parties' interests, you are left with the single point of truth. If the problem persists and looks more like the Gordian knot, you may already know what to do.

How do you search for inefficiency and how do you go about identifying opportunities for improvement?

The first symptom of inefficiency is called bureaucracy in the service sector. An external consultant has the advantage of an "out-of-the-box" perspective and can easily identify heavily loaded processes within an organization. Plain observation, 360-degree interviews, statistical tools, metric indexes and methodology tools all provide valuable insights about the problem. And, in many cases, it is possible to prescribe and enable a solution.

What would you say are the biggest challenges to implementing a plan of action?

For any successful plan of action, challenges and risks must be identified well in advance. Most common challenges relate to commitment to the plan, limited budget, lack of qualitative resources, resistance to change and unstable internal and external environments.

What did you learn at EU that you use in your role every day?

That striving for excellence is a continuous and never-ending process.

Steven Rynecki

Senior Digital Advisor U.S. Agency for International Development (USAID)

I was born in Washington D.C., U.S.A., which is where I currently live and work. Previously, I have lived in several countries including the Netherlands, Germany, South Korea, Thailand, Ukraine and Afghanistan. Reliability and acting on what you say is what I value most in my colleagues.



I've always believed in helping people and giving back. I discovered this career while still a graduate student at EU. I was working for a global PR firm that won a large contract from USAID. It was a contract designed to deliver mass communications to citizens throughout the former Soviet Union. I was sent to Russia and Kazakhstan to help coordinate the communications around mass privatization of state-owned enterprises.

I thought I would be doing PR for fast-moving consumer goods' clients, but ended up pursuing a career in helping small and medium-sized enterprises access capital, business training and exposure to digital solutions. It's a career that found me as much as I found it.

In the beginning of my career, I was driven mostly by a thirst for experience and knowledge and, honestly, a paycheck. As I continued to work in the field, I remembered my mentor at Burson-Marsteller telling me, "Steve, once you've helped millions of people receive private property in Russia, it'll be hard to

tout cigarettes and fizzy drinks for a living." He was so right. The work I do has a great deal of meaning in it. I'm fortunate to see the nexus between foreign assistance and visible improvements in the lives and livelihoods of those we've worked with all around the world. Nothing is as exciting as watching people smile when their village is connected to the internet for the first time, or when an entrepreneur makes their first online sale.

I should thank the Internet more than anything else for my career. It's easy to think of the Internet as being nearly ubiquitous, but there are still billions of people who don't have regular access to it. From 2013 to 2017, nearly one billion new Internet users came online. Almost half of these users were in 11 developing countries in Asia, Africa and Latin America, according to Euromonitor. But the Internet as we know it is under threat from domestic censorship and autocracies that are out to limit sites you visit and the services you're able to access. It's a real threat that I'm currently working on.

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Marketing

Marketing

Marketing is key to business success. The breadth and depth of technology used in the sector continues to progress quickly. While AI and data-driven marketing will certainly continue to be big trends, marketing will continue to focus on people, using technology to gain greater insights into consumer behavior and attitudes as well as to target them more efficiently. Marketers today must concentrate on providing great customer experiences and engaging them in long-term relationships. Our EU alumni form an international community and their studies at EU prepared them for roles in organizations ranging from fast-growing startups to world-leading multinationals.

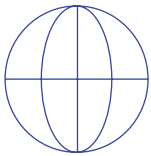
EU's Global Alumni Network

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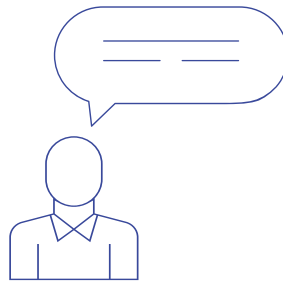
Our 27,000+ global alumni community is your trusted network. It brings together like-minded professionals from all sectors and geographical regions who are open to sharing expertise, exchanging ideas and working together to create new business opportunities and support each other in career advancement.

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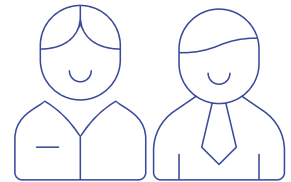
Become an active member to get support for your professional needs and to give back by offering guidance and expertise. Reach out to other EU alumni if you would like to:



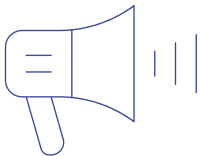
Expand your network globally



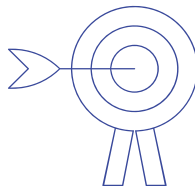
Talk to industry experts



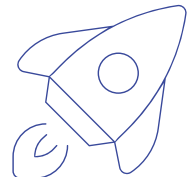
Find a business partner



Promote your products or services



Recruit top talent for your organisation



Boost your career opportunities

Alumni Hub

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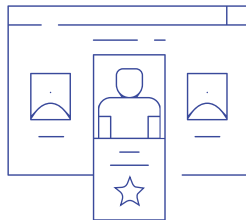
The alumni hub is an exclusive environment for EU alumni to stay in contact with their classmates and network with business people around the globe. Becoming an active member can help you boost your chances of career and professional growth.

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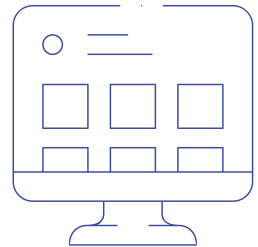
You can browse through the directory to find classmates, see who works in your industry or lives near you. Whether you are seeking or offering help, this interactive platform can help you identify the key contacts within your fields of interest. You can join interest groups and advertise vacancies in 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.



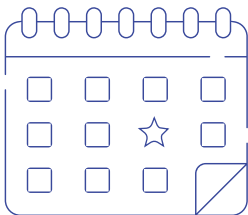
Directory



Job board



Business news feed



Events



Mentoring tool



Interest groups

Members of the hub have declared they are willing to help by:



Professional and Social Events

alumni.euruni.edu

—
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.



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.



Kathrin Wolff Schmandt

Head WM Marketing (CMO) Germany & Austria, Executive Director, Member of the Management Committee UBS Europe

I am from Zurich, Switzerland, which is where I currently live. I've also lived in Germany and the U.S.A., and have spent short stints in the U.K., Asia and the Middle East. I speak German, English, French and some Italian. I'm an avid skier and runner. Besides enjoying spending time with my family, I'm also passionate about culture, especially contemporary art and ballet.

As a global marketing leader and country CMO for the biggest wealth management company in the world, Kathrin expects just as much from her team as they do from her: "I give them power. I want them to come up with ideas, tell me their vision and challenge me constructively when I make decisions. When I started my career, the structure was very hierarchical. I had to tell people that they needed to let me know when something wasn't right and to submit their ideas. I believe we can always move in a better direction. I don't want people in my team who just say 'OK' to everything."

When Kathrin started out in banking in the 1990s, the notion that women got the coffee, took minutes and rarely got promoted was still prevalent. "When I started, I had meetings where I was the only woman, a practice that lasted quite a long time.

During my career, I worked part time for several years to raise my kids but, due to my dedication, hard work and leadership skills, I was continuously promoted; a huge success for a woman. That's when I realized things were changing. More effort is being made now to foster women at work; things

are moving in the right direction. I constantly encourage, mentor and motivate my staff to be resilient and pursue their careers."

As a leader, Kathrin developed strategic alliances with business and trade organizations, presented her team's strategy to the executive board, clients and stakeholders, and credits acquiring superior presentation skills to her MBA. "[EU] was so clearly ahead in case studies and presentation skills, which is how I learned to present my work and analysis. It was very beneficial."

Kathrin is open to embracing new trends. One of her key achievements is successful digital transformation. She has spearheaded digital processes to enhance the client journey and improve digital lead generation in order to position UBS in the social space.



Ekaterina Novoseltseva

CMO

Apium Academy, Apiumhub

I'm from St. Petersburg, Russia, and I live and work in Barcelona. I speak four languages and I read constantly in order to stay up to date with industry trends, news and best practices.

If you had asked me in 2010 if I would end up working for a tech company, I would probably have said "No way!". But I fell in love with the tech industry immediately. I am proud to be part of Barcelona's recent tech startup boom. I now know a lot of the key players in the tech sector in Barcelona, and have been fortunate enough to work with entrepreneurs responsible for the best mobile apps and for founding the most successful startups. Apiumhub has worked with Agora Images, Carnovo, CornerJob, Typeform and Olyseum, to name just a few.

It makes me very happy to know that I am part of this growth, and that I have played a role in something big that can change the entire ecosystem of a city.

I learned a lot at EU. I recently met up with a fellow alumna, who is also Russian, to talk about our experiences. She also works in marketing, so it was interesting to exchange insights as well as to talk about our time at EU.



Christoph Kastenholz

Founding Partner & CEO

Pulse Advertising & HIVE Management

I'm originally from Bonn, Germany, and I currently live in Hamburg. I have lived and studied in Germany, Spain, France, South Africa and the U.K. and I speak German and English.

Social media has enabled digital communities. In these communities, influencers provide testimonials. Brands, recognizing the opportunity, have formed relationships with influencers, asking them to share brand stories. In this way, consumers hear about a brand from people they trust.

"My co-founder Lara and I started a fashion brand after finishing our studies at university. We noticed that traditional advertising failed to show the results we needed: sales. In response to that, we discovered influencer marketing, and made the decision to found Pulse Advertising in 2014. Since then, we have become a thought leader in our space," says Christoph.

Today, Lara and Christoph operate two companies: the advertising agency Pulse Advertising and their talent management company HIVE Management. They have a team of 125 people across offices in Hamburg, London, Milan and New York, and their clients include Zalando, PUMA, MINI and Estée Lauder.

Selected for the Forbes 30 under 30 list for 2018, it's easy to see Christoph has his mind set on success.



Prince Duah Prempeh

Senior Digital Marketing Manager

TravelClick an AMADEUS Company

I am from Accra in Ghana and now live and work in Barcelona, Spain. I speak English, Spanish and two local languages from Ghana, Twi and Ewe. These languages are from different tribes (my mom's and my dad's) and I can communicate in both. I love to dance and do salsa sometimes.

I'm a digital marketing expert. This consists of online marketing and looking for different ways to improve visibility for e-commerce websites. In my department, we ask questions like, "How do we drive qualified traffic to the site taking into account the various traffic acquisition channels?" and, "What's the best way given the tools available to drive traffic to these sites?"

After this, we measure performance and goals. In this regard, we provide analytics and insights into what happens on the website. This analysis gives us an accurate, detailed view of our traffic as well as how it is impacting our clients' business in terms of conversion and revenue.

Our preferred tool for analyzing web data is Google Analytics. This is a web analytics tool to help businesses, webmasters and other professionals to analyze website traffic and obtain a deeper understanding of their web-users, which is crucial for decision-making.

Whenever we build a new site for our clients, we must ensure the website is visible in Google's search engine. We believe that roughly 50% of the traffic

that comes to a website should be organic. We need to focus on how we can optimize the website for maximum visibility on search engines to ensure traffic. We usually attract traffic to the site, but sometimes we also use paid media, like PPC or display ads, to drive traffic to our clients' sites.

Whenever we start running campaigns, we can measure how much traffic we are getting from our ads and initiatives. We analyze the amount and type of traffic that comes through. With this information, we generate monthly reports which allow us to set our next business goals and objectives as well as new projects and targets.

Nathaly Eiche

Brand Manager Teens Coca-Cola Austria

I am originally from Estonia, but I grew up in Vienna which is where I now live and work. I speak Estonian, German, English and, while I was at EU Barcelona, I learned some Spanish. I like to compete in equestrian dressage, which is when you “dance” with a horse.



How do you maintain the Coca-Cola trendsetter status in a fast-changing world?

You must live in this digital world, be interested in “the latest thing” and read a lot. A large part of my job is sharing this knowledge with my team. We work by sparking ideas off each other and are constantly having conversations that build on each other’s thoughts. We also communicate regularly with team members from other countries, who provide us with another resource. They give us ideas that inspire new ways of thinking, because people do things differently in different places.

It is also very important to focus on lifelong learning. This means going to conferences, training courses, workshops and networking with people from your industry, especially those in startups, who are great at coming up with new ideas.

What are the pros and cons of working in a digital world?

I think it’s both a pro and a con that everything is becoming faster! On the one hand, it’s great to be able to check in for your flight and get your ticket on your phone, which was a time-consuming

process when you had to do it in person. On the other hand, it means you need to keep up with the pace; people want to see new things constantly, and they are used to having options, especially teens who are one of Coca-Cola’s main target groups. I would say it’s all about time. I sometimes wonder what will happen when we eventually have to hit the brakes.

How was your experience at EU Business School?

There is a lot about studying at EU that helped me on my path. In particular, all our lecturers had hands-on business experience. Most of them were still working and many had their own companies. Thinking back, I really learned a lot from them. It wasn’t just theory they taught us, but they showed us how to actually work in business, basing their teaching not just on books, but also drawing on their own experiences.

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Operations & Logistics

Operations & Logistics

All businesses, whether large or small, need efficient, detailed and flexible planning to ensure well-managed supply chains and production systems to guarantee that their product reaches the end-consumer on time. The logistics sector is innovating and rapidly implementing new technologies in order to achieve higher efficiencies and increase speed to market. At EU, our alumni are taught to be adaptable problem-solvers with excellent analytical and organizational skills. They use this expertise across different fields, contributing to the successful performance of companies of all sizes.



Vitor Virgínia

Managing Director Merck Sharp & Dohme

I'm from Lisbon, Portugal, which is where I live and work. I have also lived in the U.S.A., Brazil and Bulgaria and speak Portuguese, English and Spanish. I love sports, especially soccer, and gardening.

Tell us about your path at Merck Sharp & Dohme (MSD)?

I grew from a sales representative to managing director in a natural progression. I was challenged and gave the company what it needed. MSD and I have walked hand-in-hand for the last three decades with what I call mutual benefit and satisfaction.

You studied your BBA at EU after you had already started working for the company. How did your perspective evolve as you studied?

I got a much broader and solid perspective of the business world and management options, which was technically helpful. At the same time, the experience I already had as a sales rep, sales manager and product manager was extremely helpful. I was able to combine classroom theory with business in the real world.

How has your leadership style evolved over the years?

I have gained a lot more patience, tolerance and flexibility, while retaining what I consider my foundational values: trust, rigor, dedication, discipline, engagement, transparency and loyalty. These are and will continue to be pivotal in my leadership style and what I demand from those I work with.

What are the common traits big leaders at MSD share?

Most of them are listed above. MSD is a school and MSD leaders are true role models, both professionally and personally. I have learned a lot from them during my career.

What digital technology or trend are you most excited about for healthcare?

The use of technology for personalized/individual medicine is something I believe will make a tremendous difference, along with big data.

What is MSD doing to keep up with the digitalization of the health market?

It's public knowledge that MSD is undergoing a digital journey with the goal of becoming one of the leading companies (pharma and non-pharma) in the maximization of digital resources for the benefit of society, patients, healthcare and business.

What do you think the future of health looks like?

Longer life, higher quality of life and more personalized treatments, with technology playing a critical role in this journey.



Alexander Valkovskiy

Senior Business Analyst and Supplier Manager

Hewlett Packard

I'm originally from Omsk in Siberia, Russia. I now live and work in Barcelona, where I have been based for over a decade.

At HP, my department provides all the after-sales support and services for our devices in the EMEA region. I'm responsible for costs and cost reduction. Before, I worked as a service delivery manager for PC and print products. You really notice the different dynamics between B2B and B2C when you have a big account with (often serious) issues. In our case, they're big retailers like MediaMarkt.

When there is a problem, the focus is on you and your team because it's your responsibility. If you successfully solve the problem, you make everyone happy. But, on occasions, you may not be able to resolve the problem which then, of course, puts you under a lot of pressure. When you work with consumers (B2C) and one of your customers has an issue, the problem may seem serious to the customer but may not have a major impact on the company as a whole. But, if you have an issue with a whole product line or with a series of products, there might be escalation from the retailer, and you must put all your creativity and problem-solving skills to work. That's when you realize the impact of what you're doing.

From: Russia **Lives in:** Spain
Studied: Bachelor of Arts in Wealth Management, 2012



Bernie Stefan

Vice President

Nestlé

(Asia - Oceania - Africa)

I speak English, French and German. Over the two decades I have worked at Nestlé, I have worked in six countries on three continents. I've had the opportunity to experience the world and to do different things in different cultures.

Bernie Stefan is a man of principle, passion, dedication and drive. The EU Business School alumnus and vice president of Nestlé Asia has thrived on challenge throughout his eclectic career: "I studied an MBA at EU Montreux and graduated in the summer of 2000. It was a great experience; studying at EU opens your mind. Not only do you get a chance to learn about other cultures, but you also make many connections. Some of the people I met at EU remain close friends to this day."

Nestlé, one of EU Business School's corporate partners, saw Bernie's potential. "Due to EU's connection with Nestlé, I managed to get an internship and then permanent employment. If you'd have asked me then if I'd be working for the same company 20 years later, I'd have laughed at you!"

With 20 years at the company, Bernie has done many different and interesting things: he has implemented strategic initiatives, overseen distribution, been a general manager and operations director, and directed major acquisition projects. One company – a very varied trajectory.

From: Switzerland **Lives in:** Switzerland
Studied: MBA in International Business, 2000



Pedro Diener Graça Pereira

Head of Delivery Operations GCBT Telefónica, Nokia

I was born in Maputo, Mozambique, and I currently live and work in Spain. I speak three languages and have ridden around eight European countries on my motorbike. In addition to being a scuba instructor, I have participated in 300+ regattas on my sailboat.

My agenda is usually scheduled between two and four weeks in advance. I just need to execute my calendar. I apply corporate governance to logistics and procurement in Europe, which is the area for which I am responsible. At Nokia, most of the processes are defined and we have tools for everything, so there is little room to go off book. But there is room for improvement, and we deliver continuous quality through our performance by improving programs and initiatives to increase benefits and to improve our cost position. Nokia works on a project basis. This means that the stream starts with customer needs and moves through the company's different stakeholders reaching all areas, from production to supply chain, quality, HR, finance, control and, of course, my area, procurement and logistics.

Nokia uses the matrix management approach, which shares responsibility between several people, in order to foster alignment, teamwork, cooperation and shared decision-making. Nokia is not hierarchical and its organization changes constantly. We do have one very strong company tenet: not changing is dying. There is also a strong focus on work-life balance, and we have many benefits, such as working from home, financial support for children and longer vacations.

In addition to the global company culture, there is also a local company culture, centered around the people at each office. For example, in Spain, people do not generally work until very late in the evening, but they start early and work hard. On Fridays, most of the team work from home. In Portugal, people arrive later but also stay much longer and the rhythm is different.

As part of the European Union network, we can, through meetings and the network itself, understand what is happening in different markets, source contacts for more Nokia suppliers, share information about our competition and learn how other people and other companies see Nokia.

Roberto Lioni

Purchasing Manager, Europe Beauty Care Procter & Gamble

I was born in Stockholm, Sweden, to Irish and Italian parents and now live in Geneva, Switzerland. I've also lived in Belgium, the U.S.A. and South Africa. Fun fact: after earning automation developer certificates through one of my previous jobs, I've automated some of my own processes for fun, e.g. liking friends' posts on social media.



In the short term, my goal is to develop managerial skills and expand my business acumen quickly to enable my long-term goal of bringing tangible positive change to the world.

I can't imagine a better role than my current one to help shape me into the kind of leader I want to become. I'm currently immersed in business and brand strategy, financial analysis, supply chain optimization, sustainability, negotiation and relationship management.

For early career choices, I'm a firm believer that you should choose your path based on what enables you to improve and learn the most. During the first five years of your career, personal development is much more important than personal gratification.

In 2013, I got my first part-time job as a remote participation moderator at the International Telecommunications Union (ITU) thanks to a networking opportunity through EU. It helped me land my first internship at Procter & Gamble (P&G) in 2016 as a purchasing intern in Geneva, Switzerland. Following that internship, I started another in 2017 as a business

analyst trainee at SICPA, a leader in physical and digital security solutions in Lausanne, Switzerland.

In 2017, I landed my first full-time job at Ernst & Young in Belgium as a performance improvement consultant, specializing in Robotic Process Automation (RPA). There, I got the opportunity to work with some of the largest banks and insurance companies in the country, re-designing and automating their business processes to achieve better results.

I returned to P&G in 2018 as a purchasing manager where I was immediately given the same independence I had as an intern, but with more responsibility. The slogan "Day 1 starts with you doing something that matters" really embodies P&G's mindset of empowering its employees.

My advice to new graduates is: don't sell yourselves short. I often hear pessimistic attitudes from students that claim they can't do something simply because they don't have a degree from an Ivy League school. My experience shows that the EU bachelor's degree is as highly regarded by potential employers as any other bachelor's degree in Europe or around the world.

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Project Management

Project Management

Project management is a broad field, which encompasses virtually all aspects of business, from finance and operations to marketing and human resources. With the advent of Agile and Lean methodologies, project managers have become the facilitating rock stars of the business world. To be successful, all projects must achieve defined goals within a specific time frame and budget. This requires a wide range of skills and competences as well as exceptional leadership. Our alumni cultivated these skills during their time at EU Business School, and many are now flourishing in project management roles in businesses across a wide range of sectors.



Mathieu Serres

Delivery Project Executive

IBM

I am originally from Carcassonne, France. I now live in Casablanca, Morocco. I speak English, French and Romanian. I've lived in five other countries: Switzerland, Germany, India, Romania and Martinique. I love indoor rock climbing, jogging and playing the piano.

Mobility and project management are two key features of Mathieu Serres' professional trajectory. As a project manager at IBM, he has always been open to challenges, accepting opportunities which took him to three countries. In five years, Mathieu has gone from managing small project teams of six to forecasting millions of euros in quarterly revenues.

Walk us through the start of your career at IBM.

They hired me first at IBM Romania as a PMO; it's sort of a junior project manager. In my second year, I was assigned to developing projects and maintaining applications. My project manager at the time didn't have certain skills, so I produced the financial forecasts and communicated with the project CFO in Paris. She really liked my forecasts and invited me to come to Paris to work on bigger projects. I agreed, on condition that I would do it for a year and then move into delivering projects.

How has your style in project management changed over the years?

I am much more participative; I listen to other ideas and proposals and after coming together in a meeting, we come up with something new. I used to

think I should lock myself in a room for two days, think of the best solution and then tell everyone what it is.

What traits do you look for when choosing team members?

Smart and quick to learn. I also posted something on LinkedIn a while ago about someone saying, "This is not in my job description", which is a phrase I really dislike. If it's not in your job description, we can discuss changing your job description or working out how to reward you for moving out of your comfort zone.

Do you have advice for current students who want to work in project management?

Don't be afraid to move abroad. If I had started out in my own country, I would have never grown so quickly in the company. If you are up to the challenge of working abroad, you will always be perceived differently.

Iliya Meshenliev

Manager PPM Coca-Cola European Partners

I am from Bulgaria and currently live and work in Sofia, the capital. I speak Bulgarian, German and English fluently. With time, I have become more patient, but delegating and trusting others has been the most important aspect of leadership that I have developed. I enjoy reading, hiking and skiing.



After I graduated from EU in 2011, I started working at Kraft Foods as a procurement intern and then as a finance controlling intern. It was during this time that Kraft changed its name to Mondelez. Then, I became a logistics, cost and development analyst for two years before being promoted to country logistics manager. In 2015, I moved to a Europe-wide role in continuous supply chain improvement.

At the end of 2016, I left Mondelez for 10 months to work for Herr Bebe, our small family-owned baby food business, stepping in for my father while he was away. When he returned in 2017, I joined Coca Cola European Partners and today I am a planning and performance manager, supply chain finance for Germany.

Too often, functions like sales, marketing and finance are regarded as the driving functions of supply chains, and many others are delegated to a secondary role. Over the years, I have learned that people are key for a successful supply chain network. Jobs are often stressful and pressure is high, so workers need to be cared for and receive respect and appreciation.

When I approach any analysis, I start with the end result. I first build expectations about the analysis' outcome and from there I try to work backward and define the steps necessary to achieve my vision. First, I ask myself, "What is the final goal?" and then I ask, "How I am going to get there?". I try to break down the answer to the second question into small steps for success. Short- or long-term goals might impact the priorities I apply to the analysis, but the method is generally the same.

When approaching a career in project management, it's important to stay flexible and agile, build a solid hard skills base (like knowing MS Office and other software) and embrace new challenges. Opportunities will never come at the most convenient time for anyone but, when they do, you need to be ready to embrace them.



Shirin El Houry

Agile Team Coach King

Before studying at EU, I studied at an international high school in Salzburg, Austria. I now live and work in Stockholm, Sweden, and I speak English, German and Swedish. Studying at EU helped me understand that not everyone has the same way of thinking or doing things; it's been very useful for me.

I work at King, a mobile gaming company that is best known for creating Candy Crush. This is also the section in which I work. As an Agile Team Coach, I take care of two Scrum teams. Agile is becoming very popular because it allows you to move quickly and smoothly through a project. Agile coaches make teams efficient, continuously implement change and improve the way of working to adapt to the surroundings and project needs.

The end goal is to create completely autonomous teams so that they can do their work independently. Within the Agile methodology, you can work within different frameworks to become agile. At King, we use Scrum.

We have 12 small Scrum teams of eight to 15 people. These cross-functional teams work with fast feedback loops and continuous releases. Basically, one of the teams releases something in the game every two weeks. We do it this way so we can continuously receive feedback and make sure that what we're creating at Candy Crush is fun, responds to what consumers want, and that people actually like it.

The big thing for us now is design thinking. We have a lot of five- and seven-day sprints where we take a problem, look at how we could solve it and work as a cross-functional team on a solution. We come up with fun prototypes, test and validate them before going into the production phase to see whether we want to keep working on them.

Students who want to go into this type of work should focus on soft skills. I also think you can learn a lot by taking different courses like leadership and coaching or becoming a certified Scrum Master. It's all about how you think. To work in this field, you do need to be primarily interested in people, growth and development.

Zsolt Zsebesi

Process Excellence & Automation Lead British Telecom

I am Hungarian and I live and work in Budapest. I was raised to be bilingual as my mother is Polish. I speak Hungarian, Polish, English, German and Russian. Both of my current favorite sports use rackets: badminton and table tennis.



What are the key drivers of project management?

There are many key drivers, but I would highlight one in particular. As each project is, by definition, a change, you are often competing for the time of the best people in a given area as these are usually those who can create, advise, participate in or drive change. You should look at all drivers from this perspective: why should the best people spend their time on this specific project? If you cannot clearly answer this question, you have a problem.

How do you run a project?

I usually try to answer the question about time I mentioned above. To this end, I consider who and what the real stakeholders, sponsors and real benefits are for the project. Even if these fundamental factors are fine, one can still run into technical difficulties and challenges with regard to costs, timelines, etc. If there is a serious issue with your basics, then even the most skilled project manager won't be able to succeed.

As for specific methodologies, in general I am not a big fan of blindly using either the newest trends or older, time-tested methodologies. Agile certainly

has a big appeal; who does not want to be customer friendly and quick nowadays? But, as with anything new, organizations must practice it, understand its difficulties and not oversimplify. The methodology has to be chosen based on the actual focus of the project.

What is the most important quality for a project manager?

Empathy, critical thinking, good communication, the ability to influence people without formal authority and the ability to focus your energy and drive within a short-time frame are all key qualities. These are all connected. The big elephant in the room is how much he or she should know about the technical aspect of the project.

Is the PM the most important person in a project?

No, the PM is the person who puts the puzzle together, but that does not make them the most important member of the team.

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Sales & Business Development

Sales & Business Development

Sales professionals must demonstrate superb communication and analytical skills, along with the creativity, determination and focus to attain their objectives. Trends in sales include creating better environments for sales forces to hit higher targets. Technology continues to enrich both direct and remote selling, which, in turn, makes the customer experience more fulfilling and the vendor experience easier. In fact, technology and data-driven insight into customer needs are revolutionizing the sales industry. Our alumni who are achieving success in this field credit EU for giving them the skills and competencies to thrive in different sales roles.



Iskandar Vanblarcum

Global Head of New Business FX Transactions **Refinitiv**

I was born in the Netherlands Antilles, in the Caribbean, and now I live near London, in the U.K. I speak Dutch and English and I can get by in German and French. When I am not at work, I am head coach and co-own a CrossFit CHALKBOX with my wife. My kids are involved too: we are a CrossFit family.

While studying at EU, Iskandar interned with KPMG, who offered him a job after graduation. He started in accounting and audit but realized after a few months that it wasn't the right place for him. He had also interned for ABN AMRO while at EU, and he applied for and was accepted into their traineeship program.

Iskandar's first experience of working in financial markets was on the trading floor. He learned a lot about risk and quick thinking, but parted ways with the company when they moved the trading desk to London because his future wife was not yet ready to make the leap. Iskandar found a job as a buy-side trader with a large asset management company in Holland and, after two weeks, was offered the position of head of FX dealing in London. He took it as a sign that moving to the U.K. was the best option for his career.

The couple moved in 2001 and, after about three years, Iskandar was headhunted by the Royal Bank of Scotland to set up a sales desk. Two years later, he was recruited by Barclays Capital to establish a sales desk selling foreign exchange products into European institutional markets. He eventually became managing director and part of the European

leadership team. The company was restructured in 2014, which left Iskandar at a major professional crossroads. He decided to open CHALKBOX with his wife and shortly after joined Thomson Reuters to run their transactions sales team, initially for Europe and then globally.

Iskandar's advice for students who want to go into finance and trading is to be very sure that it is something you love, because there is no clocking out at 5 p.m. The jobs he has undertaken have been demanding and time-consuming, so you have to really like what you are doing. He says that this passion, plus focus and drive, are the keys to becoming successful.

Matteo Nebiolo Vietti Third Party Ancillaries and Global Partnerships Manager Vueling

I'm originally from Turin, but, because I have flown to and lived in so many places, I feel a little bit of a world citizen. I speak Italian, Spanish, English, Portuguese and French. If I could give you one piece of advice, it's to work hard, have fun and fly as much as you can.



Tell us a little about your trajectory at Vueling.

I started in consumer marketing, then trade and now I am responsible for the global partnerships and third-party ancillaries for leading projects like Vueling Holidays, Vueling Hotels, car rentals and co-marketing agreements with leading brands like Disney, Amazon, etc.

You've been at Vueling for more than a decade. That's unusual.

I always thought it was more important to have experiences in different organizations instead of just working for one. However, since my trajectory at Vueling has given me opportunities to experience different roles and develop different skills, I've chosen to stay and grow within the same organization for over a decade.

So what do you like most about Vueling?

Airline brands were formerly perceived as "distant" because the communication was formal. Our brand is "friendly". Our website and touch points are easy and straightforward, making the customer journey easier and more accessible for our passengers.

When people hear "marketing" they think B2C. How is working in B2B marketing different?

Marketing today is very different from what I studied years ago. And it will continue to change continuously, because most of the marketing tools we use today rely on technology. In aviation for instance, we are working with GDSS to create performance-driven campaigns on their platforms. GDS stands for Group Decision Support System; it is an interactive computer-based system that helps a group of decision-makers find solutions to problems that are unstructured in nature.

You earned both your bachelor's and MBA at EU. How did it help you?

When I studied at EU, I was in a completely international environment and now most of my former classmates are working all over the world. It is an advantage that helps me considerably on both a personal and a professional level. I also met some other alumni through the alumni network that allowed me to strengthen connections for new partnerships with Vueling.



Kristina Turchanina

Client Service and Sales Executive Nielsen

I was born and live in Almaty, Kazakhstan. I speak three languages: Russian, English and French. I am a quick learner and I love to travel; my favorite destinations so far have been New Zealand and Australia.

Nielsen provides consumer and market measurements and analytics across the world. For example, every product you see on a supermarket shelf is measured. In Kazakhstan, for instance, we can easily determine the market share or the volume share of a company, brand or item at country, regional and city levels. I work as a client service and sales executive for the Kazakh market. I am accountable for clients in industries such as tobacco, food, non-food, beverages, etc. I provide daily comprehensive analytical support to my clients.

In my position, I foster client relationships as the first point of contact, and manage the output of the data and its analysis. In a customer-centric approach like ours, a high level of service is essential. When you can set realistic customer expectations and then exceed them, you create an amazing experience and bring a lot of value.

We practice professionalism on three levels: the first is knowing the Nielsen product; the second is knowing your clients' business; and the third is knowing your clients' industries and markets. In order to identify a

client's needs, I implement all three levels by leveraging what is important to them and what Nielsen can do to help them better understand current and future market dynamics and what kind of actions work best in each market.

My EU MBA helped me better understand business and determine my professional direction. I was already working in the finance industry but, after I graduated, I realized I would do much better in marketing.

Today, I work in a company that matches my specialization. I love the constant growth. The market is changing so quickly that you have to work hard to keep up. I also enjoy the fact that I work with accounts across a range of industries. This allows me to gain a global perspective of what is happening in the market in general.

Kristina Poluyanova

Construction Customer Success Manager, EMEA Autodesk

Originally from Moscow, Russia, I now live and work in Barcelona, Spain. I believe languages remove cultural barriers, and am fluent in Russian, English, Spanish and German. I am currently learning Arabic. I am also into healthy cooking and like to film short culinary movies for my food blog.



I've been working at Autodesk since 2018. It's an American 3D software company that creates software for three key industries: manufacturing, construction and media and entertainment. Whether you've driven a BMW, flown on a Boeing or visited the Museum of the Future in Dubai, you can be sure Autodesk has contributed to their design and manufacturing in one way or another. That's why the company slogan is "Make Anything".

I lead the adoption of construction cloud products among our largest contractors and builders in the EMEA region, primarily focusing on the U.K. and Middle East markets, as a construction customer success manager.

Every day is different in my job. One day I might lead discussions on virtual and augmented reality in customer construction projects, and another day I might participate in product conversations connecting our customers with global product and development teams. Discussions will really differ based on culture and market maturity, and comparing the U.K. and the Middle East is like comparing apples to oranges. One needs to be flexible, approachable and, above all, a quick learner.

I am also fascinated by the opportunity of really being part of a bigger picture. Whether it is visiting customers on site, reading their success stories or seeing them achieve one of their project milestones, I know a bit of me has contributed to something much greater, which is really rewarding. This is what excites me about my job: I get to learn about the great projects my customers are working on and help them build these projects through the use of an advanced technology that focuses on customer values, objectives and positive business outcomes. In the end, it's all about making others happier while still remaining true to yourself, and this is what Autodesk is all about!



Michael Wolz

Chief of Staff

GlaxoSmithKline

I was born in Munich, Germany. I now live and work in Rio de Janeiro, Brazil. I speak five languages: English, French, German, Portuguese and Spanish. I do my best thinking at night before I go to sleep, and I get my daily news from online sources.

Can you walk us through your career path?

I moved to Brazil right after graduating from EU Business School in Barcelona. I began working for a local consulting company before moving into healthcare. Now I've worked in different segments of the healthcare industry for over 10 years. Initially, I joined GE Healthcare, working primarily in medical imaging/diagnostics equipment, information technologies and patient monitoring systems. After seven years, I moved to United Health Group who deal with health insurance, information and technology-enabled health services. Currently, I work in the pharmaceutical industry for GlaxoSmithKline, dealing with pharmaceuticals, biotechnology and consumer goods.

What are your responsibilities within your organization? What is a typical day like?

There are no typical days in what I do. Every day is a new adventure with unpredictable challenges. As commercial chief of staff, my primary responsibility is managing the deployment of pharma strategic planning within our Latin American operations.

What do you love most about your job?

I love the impact we generate on society. While we strive for profit like any other multinational, we are a science-

led global healthcare company with a special purpose: to help people do more, feel better and live longer.

You had already started working in the sector when you earned your MBA. How did this change your perspective?

I'd recommend anyone who intends to do an MBA to gather some work experience first. This helps connect theoretical content to practical applications while you are studying.

How do you identify client needs?

Understanding client needs is about listening to what they have to say. No matter your role, you should make the effort to connect with your clients. Your client is your best source of insight for developing business strategy.

What is the most challenging aspect of working with clients?

The customer isn't always right, although they might feel that way in any given situation. The challenge, therefore, is listening with empathy, with the intent to understand and commit to finding value-adding solutions.

Paolo Andina

BMW Sales Advisor Emil Frey AG

I was born in Locarno, Switzerland, and now live and work in Geneva. I speak English, French and Italian fluently and I also speak German and Spanish quite well. When I have time, I love parachuting and motorsports.



I have a great passion for cars. I love driving and I love cars in general. That's basically why I can talk knowledgeably about something that I do every day. And that's why I chose to work in this sector.

The auto industry is very, very competitive and extremely fast moving. That's a strong match for my personality as a businessman, so that's the part I like. You can really make an impact every day, giving ideas and input that can be implemented the next day. When I began at Tesla, my previous company, it was still a startup in many ways. So, I was able to help shape the team and my work environment. It was a fantastic opportunity for me to develop myself.

I learned a lot at EU Business School, but two things stand out. The first was particularly important to me: after I finished the program, I really learned the practical aspects of business. EU Business School stands out for its provision of practical knowledge, particularly when I compare it to my bachelor's degree, which was very theoretical. These practical concepts helped me build my business personality after graduation. The second major advantage is the quality of the network that you can build at EU. There are a lot of different

people from different sectors and different countries, especially at the MBA level, which gives you access to an amazing global network of contacts.

My advice to students graduating now who want to go into my field is to keep your expectations in check when you are starting out. The auto industry doesn't give you anything for free, especially at the beginning. You cannot assume that your first job will be as a director just because you have a degree. You really have to start from the bottom.



Marilet Branders

Customer Success Manager

BlueSky

I was born in the Free State in South Africa in a small farm town called Kroonstad. I speak English and Afrikaans fluently, and I also speak a little Southern Sotho. I love the outdoors, triathlons, hiking and watching sports with my family.

Tell us a little about your career path.

I originally studied entrepreneurial management with the intention of opening my own business but ended up in a strategy department within a telecommunications, multimedia and IT company. Market research, analyzing digital disruption trends and designing strategies for clients became my day-to-day activity. That's where my love of technology started. After a stint as a program manager as a partner with Salesforce, I developed a passion for relationships, engagement management, project management, change management and customer success.

Most of my roles have dealt with adoption, change management and customer success. Basically, that translates into making sure that people adopt new systems and learn new ways of doing things to ensure that our clients receive a return on their investment.

I currently work for BlueSky, an ambitious, independent and proudly South African Salesforce partner.

What is the hardest part of change for people in a company?

As they say, old habits die hard. I think it's fear. Fear of the unknown and of moving out of a comfort zone can be a big challenge.

Do you think change is easier now than it was 20 years ago?

I think so because 20 years ago there was more time for people to adjust and because change happened at a slower pace. I believe the rate of change is accelerating daily. Just look at the software and social technology upgrades, for example. Inevitably, this forces people to be more flexible and more open to change.

How did your EU MBA impact your career?

For me, EU was about more than just the certification and an MBA on my CV. The biggest things I learned were discipline and sacrifice. I also learned to push through no matter the cost. I can also now confidently walk into a boardroom and know I've got the knowledge, insight and training to back me up. Knowledge is power!

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Sports

Sports

The sports industry is being disrupted by exciting new trends which are changing the way sports function and how fans relate to them. Some of the factors that have had the biggest impact on the business, leagues and on how fans engage include the rise of female sports, the appearance and evolution of e-sports and 5G/sports in the cloud. Sports management positions are highly sought after, but our EU alumni are flourishing in the business side of the highly competitive sports world. They have taken their passion for sports and the skills they acquired at EU to forge successful careers across the gamut of sports industries, including in premier football clubs.



Omar Berrada

COO

Manchester City F.C.

I have lived in many countries and speak four languages: Catalan, English, French and Spanish. I believe speaking different languages and having an international background creates added value. It means you can adapt to different environments.

What does your role as COO at Man City involve?

As chief operating officer, I oversee all the club's business activities. The club is organized in the following way: the CEO, Ferran Soriano, has two people reporting to him. One is responsible for football and the other for business – that's me. I oversee the revenue, profit and loss and cost control. I also work with player contracts and transfers as they have a significant impact on the profit and loss account.

You've had an incredibly successful career. How did you get to where you are today?

I'm not going to lie; luck had a role to play in my success. When I finished my studies at EU, I started working for the global telecommunications company Tiscali as a business development manager. I was fortunate because this was during the Internet boom and the company was looking for young multilingual, tech-savvy graduates. I fit the profile, which was largely thanks to EU. By chance, FC Barcelona got in touch with me in 2003 as they were looking for someone with expertise in new media (Internet, mobiles, etc.) and this is what I was doing at Tiscali. That's where the element of luck came in. I joined FC Barcelona as head of sponsorship and, after that, it was simply a question of hard work and dedication.

I believe it's vital to absorb information from those around you. I always try to learn as much as I can from my colleagues, management books and business articles. I think this has helped me grow in my different roles, and that's got me to where I am today.

Why did you choose EU Business School for your studies?

What really attracted me to EU Business School was the fact that students could transfer between its European campuses. I was quick to take advantage of this as I began my studies in Brussels and then moved to Barcelona. Interestingly, I only planned to spend one year in Barcelona, but I fell in love with the city and ended up staying for 15!



Abdulrhman Al-Abduljabbar

Social Media Manager Qatar Football Association

I was born and live in Doha, Qatar. I studied in Spain and have also lived in the U.S.A. I speak English and Arabic. I also hold a master's degree and have been on the Qatari national diving team.

The Qatar Football Association had no social media presence before Abdulrhman started working there. His team started building the association's online presence across all social media channels. It was important for the team to be accessible to fans on all platforms to facilitate the connection with them. They are currently strongest on Facebook and are focusing on strengthening their Twitter presence.

In 2010 the World Cup was streamed live on TV. Abdulrhman thinks that this was just the beginning of interactivity as social media offers opportunities to expand interaction with audiences further. "If there is a new platform, we will be using it. Ten years ago, you had websites and email. Now, no one goes on websites to see what's going on. They are connected to their social media channels and expect to get their news from there." Abdulrhman's favorite social media channel is Twitter.



Lisa Maria Hernandez

Partnership Manager Kosmo Tennis (Davis Cup Finals)

I'm German-American and have been living in Barcelona since 2014. I speak German, English and Spanish and have also lived in several countries.

Prior to joining Kosmos Tennis and working with international sponsors for the Davis Cup Finals, I worked for the IMG Academy and interned with FC Bayern Munich and Manchester United.

I developed my profound passion for football and sports in general during the 2006 FIFA World Cup, which took place in Germany. Witnessing that sports have the power to inspire and unite people like nothing else made me realize that I wanted to be a part of this extraordinary industry.

It is fantastic to see that, today, more women are holding positions in sports than ever before. My advice to students who want to work in the sports industry is to focus on your strengths and be aware of what you can contribute and bring to the table. Finding opportunities is not always easy; that's why it is so important to be proactive and determined. This industry is extremely competitive but, if you are willing to work hard, anything is possible.



Siddhartha Tewari

Founder and Presenter SportsFanTV

I am from India and now live and work in Spain. I speak English and Hindi. I'm very much a "sports guy"; I love playing tennis, cricket and football. Thankfully, there is such a big sports culture in Barcelona that makes my life easier.

I moved to New Delhi for four years for my engineering bachelor's studies, then moved to Barcelona in 2013 to do my first MBA at EU. After my three-year internship with a sports management company, I went back to EU for a second MBA, this time majoring in communication and PR. Now I have my own business in Barcelona and it encompasses everything I've studied: sports, sponsorship and media.

I didn't plan on working in sports. I studied engineering like my dad. After my studies, I got a job offer from General Motors in Detroit but, before I left, I told my dad that I didn't want to take it; I wanted to do something I loved. I spontaneously decided on Barcelona, and it was the right decision because I came here to study at EU and never looked back.

In India, it's hard to have a proper professional network. Here in Europe, whether you know someone from LinkedIn or a Meetup, things can start rolling from there. So, while studying my MBA at EU, I got the chance to meet many officials from different sports bodies, and these became part of my circle. Since I was doing my MBA in the evenings, I had the mornings free to network, meet people for coffee and get

to know the sports industry. And thankfully, two weeks after I finished my MBA, I received an internship offer from Aspire Management.

I had been planning SportsFanTV since 2016. I was in touch with a lot of clubs and athletes in Barcelona and realized that a lot of them miss out on a huge section of social media followers. I thought that if we could focus on the athletes, do fun interviews and activities with them, it would help them grow their following internationally. If these athletes gain a lot of followers, we can pitch them to brands. That's a win-win situation because the athletes get more recognition, visibility and fans, and, in return, they have endorsement opportunities. So SportsFanTV helps athletes with sponsorship and media.

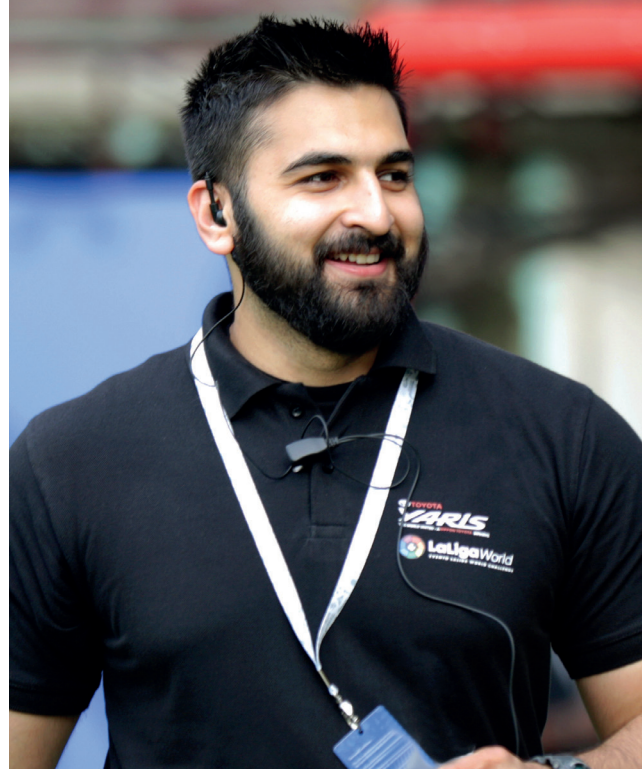
From: India **Lives in:** Spain

Studied: MBA in Sports Management, 2013; MBA in Communication & Public Relations, 2018

Yashraj Kshetry

Project Manager, Consulting India On Track

I'm from Mumbai, India, which is where I now live and work. I have also lived in Spain, Dubai, Sri Lanka, Poland and the U.S.A., where I earned my master's degree at Columbia University in New York.



While I was at EU, I did a lot of internships, including one during UEFA Euro 2012 in Poland, as well as others in Dubai and Sri Lanka for a sports broadcasting company. I subsequently worked in football performance analysis. While studying for my master's in New York, I worked in events with different teams, such as the New York Red Bulls, Copa América and City Football Group. In 2018, I joined a sports agency called India On Track. One of our biggest clients is La Liga; we are their official strategic agency in India. All their activities in India go through us, from grassroots initiatives with kids to digital marketing and events. As a result, I have become a "jack of all (sports) trades".

My strategy was to learn as much as I could early on. I wanted to get a clear picture of what was happening across the sports industry, which, like any other industry, has lots of different profiles and verticals. I never wanted to specialize in a particular area, but to understand a bit of everything. I have worked with events, teams, sponsorship, marketing and digital marketing and this broad experience early on in my career has proved very useful because I use the skills I acquired every day.

I work with our existing partners daily in order to set up new projects across the country. This requires considerable business development and sales strategy. We are constantly asking ourselves: "How do we approach potential clients? What sort of campaigns can we create for them? What sort of integrations or partnerships can we create for them in India?" Consulting today also includes a lot of digital marketing and event strategy. Some clients get in touch with us because they want to build infrastructure projects in India. So, we walk them through a strategy that includes suggesting which sports they should build facilities for depending on the return on investment, as well as what sort of partnerships to pursue, and which partners and facilities they should align themselves with. We also come up with the entire business plan for these strategies to ensure that they're sustainable over a period of time.

Fun Facts

—
On a fun note: We asked our alumni about their personalities, habits, ideals, personal philosophies and quirks. Here are some of their responses.
—

WHAT DO YOU THINK IS THE MOST OVERRATED BUSINESS TREND?

Disruption
Cookie consent
Everything as a service
Working with KPIs/metrics
Influencer marketing

WHAT IS YOUR FAVORITE BUSINESS BOOK?



WHO WOULD YOU LIKE TO INVITE TO YOUR HOME FOR DINNER?



Arianna Huffington
Co-founder of
The Huffington Post,
Author



Bill Gates
(in his 20s)
Business magnate,
co-founder of Microsoft



Dalai Lama
Spiritual leader



Oprah Winfrey
Media mogul,
actress, entrepreneur



Richard Branson
Business magnate,
author



Vladimir Putin
President
of Russia

WHAT WOULD YOU CHANGE ABOUT YOURSELF? MANY SAID THEY WOULD LIKE TO BE MORE:



Risk-taking



Active listeners



Practical (less perfectionist)



Patient



Easygoing

WHAT ARE YOUR STRONGEST QUALITIES??



Approachability



Curiosity



Enthusiasm



Assertiveness



Focus



Positivity



Resourcefulness

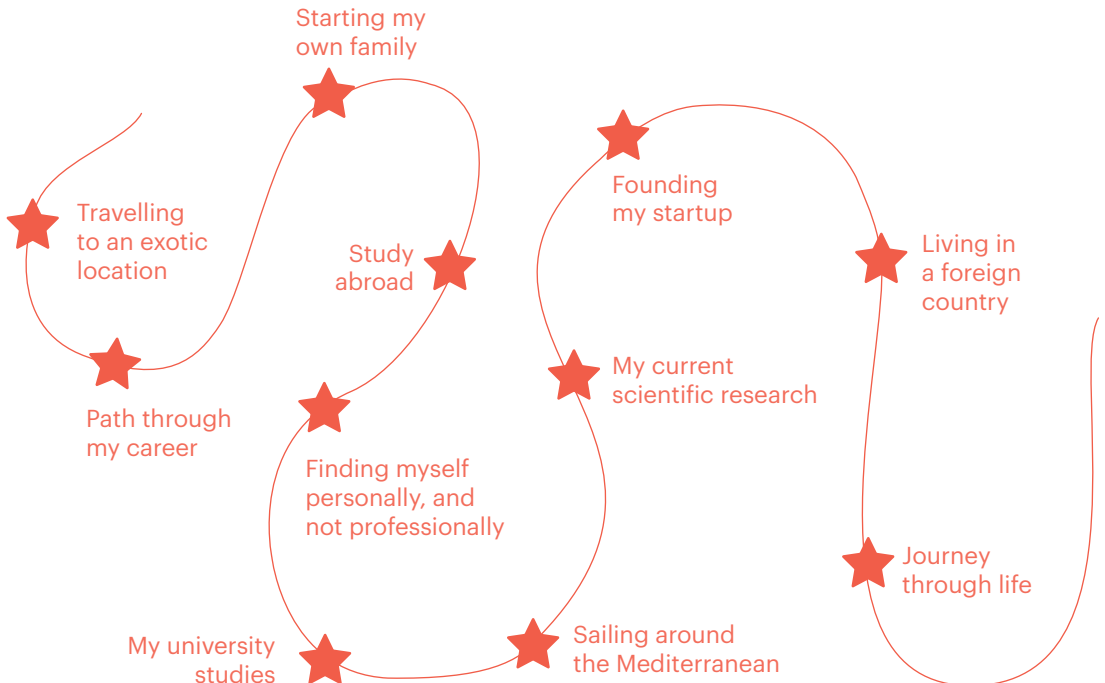


Empathy

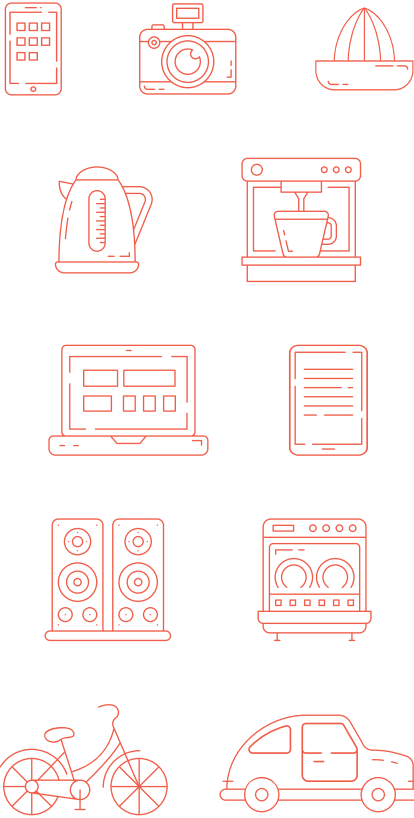


Adaptability

WHAT HAS BEEN YOUR FAVORITE JOURNEY?



WHAT DEVICE COULD YOU NOT LIVE WITHOUT?



WHAT ARE YOUR FAVORITE APPS?

For team management



For video conferencing



For facilitating work output



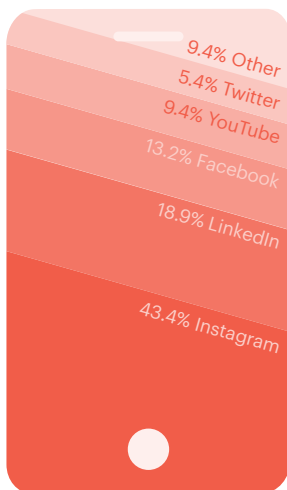
For notes and organization



For other business purposes



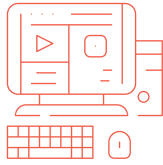
WHAT SOCIAL MEDIA CHANNELS DO YOU USE MOST?



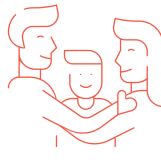
WHERE DO YOU DO YOUR BEST THINKING?



Traveling on a plane



Commuting to work



Offsite team meetings



Home (bed, sofa, shower, bath)



Out in nature



Mountain biking



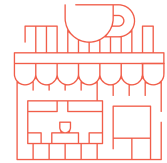
Horseback riding



Driving



Skiing



At a café



Playing tennis



Running

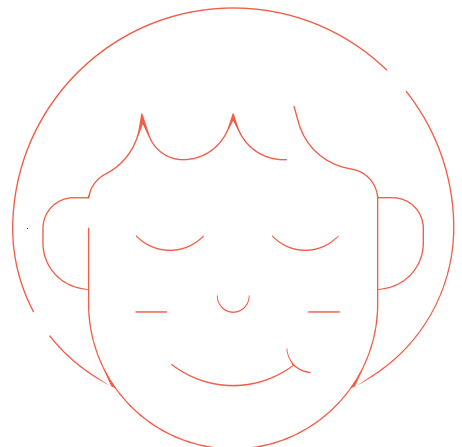


Swimming



WHAT DO YOU MOST VALUE IN YOUR COLLEAGUES?

- Honesty
- Trustworthiness
- Support
- Reliability
- Directness
- Loyalty
- Friendliness
- Feedback
- Accountability
- Transparency



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Travel & Hospitality

Travel & Hospitality

The current global travel industry is facing multiple challenges to meet customers' needs, not only in person but also online where most travel planning now takes place. New developments in technology in travel and hospitality, plus improved customer experience trends, are really pushing the sector. Tourism is among the biggest contributors to the global economy, and demand for outstanding professionals is growing. EU Business School alumni learned a unique, hands-on approach to business by studying within a multicultural and diverse environment. This experience equipped them with essential skills for success in this field.



Denis Ivanov

Chief Executive Officer

Comlux KZ

I am from Kazakhstan, which is where I currently live and work. I speak English, Russian and Kazakh. I have worked in aviation for about a decade. I like to spend my free time on personal development, reading, traveling and clay pigeon shooting.

What does your role at Comlux entail?

I joined Comlux to help the company expand. My focus is on facilitating growth which means attracting new clients, moving the company toward European aviation standards and expanding into new markets.

Who are your clients?

We work directly with aircraft owners, either private individuals for whom owning a plane has always been a personal dream, or companies and people who own planes as assets, to enable them to secure business deals efficiently.

What do you like most about your industry?

Aviation is in your soul, so to be part of the industry is to form part of a circle of professionals who share a dream and a passion.

What do you think are the most important qualities for a CEO?

First, you must be a clear and effective communicator always, not just during a crisis. As CEO, you are responsible for making important decisions and for ensuring that information is disseminated appropriately. Second, you must take care of your team – being a CEO is all about people.

What advice would you give students who want to go into aviation?

There's a lot of competition: it's a well-paid industry, you get to travel and, of course, there's a romantic side to it too. You need to be passionate and have the motivation to study and work hard. If you love air travel, you should pursue a career in this industry because it's a great field to work in.

Is there a noticeable difference between European and Kazakh company culture?

I studied and worked in Europe before joining Comlux in Kazakhstan and, although we have a western approach in many ways, we have a warmer company culture, which is a product of the local environment. In the western world, business is more of a machine. Here we are friendlier, which I believe has a positive effect on our professional relationships and workplace environment.

How important do you think it is for students to have international experience?

If you want to succeed in international business, then it's incredibly important to become familiar with different cultures and perspectives so you can understand cross-cultural implications in business.



Sophia Fürstin Wolkonsky

Founder Castillia

I was born and raised in Munich, Germany, and my family has Russian, Romanian, Austrian and Greek roots. I have lived in seven different countries, and grew up speaking German, English, Romanian, Spanish and French.

Before studying at EU Business School, I studied two years of art history at the Paris Lodron University in Salzburg. At the same time, I co-founded the Gallery Wolkonsky, an art gallery in Munich. The gallery opened in 2012 and has received many awards at international art fairs. Studying international business while running the gallery gave me the opportunity to implement what I studied in the classroom in my business and vice versa.

After EU, I worked for Sotheby's International Realty in Provence, France, where I directed the marketing and PR department. In 2018, I moved to Romania to join the founding team of Techcelerator, the first investment combined acceleration program in Romania.

Most recently I have started my own foundation, Castillia. This aims to diversify the event industry and revitalize cultural heritage by mapping unique event locations internationally. This will increase the financial self-sustainability of venues and simplify event organization for its users.

From: Germany **Lives in:** Romania **Studied:** BSc (Hons) in International Business, 2016



Magdalena Echenique

Operations Manager - Global Corporate Travel, Expenses & Cards King

I'm from Lindesberg, Sweden, and spent part of my childhood in Uruguay, which is where my parents are from. I've also lived in the U.A.E. I have a passion for different cultures, and love to explore them through food.

I manage a team of four. As well as undertaking the functions of a global travel agency, we monitor all the travel and expenses of our global offices. We have implemented a global travel agency that works for us; established a cost-effective hotel and air program; created a reporting tool that is unique in the industry; set up a service and training center; and our influence within the company has changed the culture of how we travel.

When I came on board five years ago, the company was half its current size. I had a strategy and a three-year plan. My first priority was to improve the quality of our data in order to achieve 99% accuracy so we could make the right decisions.

In procurement, your objective is to provide optimal solutions for savings without compromising the experience. It is hard work to strike a balance between ROI and quality. My team and I have created a culture of collaboration and transparency where the expertise of each member is key to being on top in our area.

From: Sweden **Lives in:** Spain **Studied:** Bachelor of Arts in Leisure & Tourism Management, 2008



Alex Escartin

CFO – EMEA, SVP Global Marine Travel, BCD Travel

I was born, live and work in Barcelona, Spain, but I spend my life traveling around the globe. I speak Catalan, English, French, Italian, Portuguese and Spanish. At BCD, I am responsible for 12 markets and over 50 partners as well as EMEA mergers and acquisitions.

When I started my career, the CFO delivered profit and loss numbers, made sure audits were correct and on time, and that taxes were filed in the same manner; it was very niche. But the role has pivoted in an advisory direction to become somebody who advises the president on company decisions. This makes sense as the CFO has a 360-degree view of the company and industry and supports the business from a financial perspective. In addition to CFO, I am SVP of Global Marine Travel and lead the marine and shipping project globally together with our partner company.

It's important to differentiate between travel and leisure and tourism. I work on the travel side of the industry. The travel industry is obviously global and, even though small and niche companies mostly work locally, most of the industry is really, really global. Any student that wants to join the travel industry needs to be ready to work in a fast-changing, global environment. You need to be somebody who can work under a lot of pressure, and also be willing to change and adapt to new situations. It's also important to change your mindset from a purely specialist one; it's no longer enough to "just" be the marketing person. This is over in our industry; we are looking for candidates

with a more general outlook, people with a broader view of the company and the industry no matter what department they're in. Simply developing a few skills that are not purely technical, but more managerial for example, add a more personal touch to your CV as well as your outlook.

I was part of the first EU class in Barcelona. When they started, EU was one of the first schools in Europe teaching with the American learning approach of business cases and group work. This gave me an advantage, and I have seen throughout my professional career that, being able to work within teams, see things from different perspectives and analyze a situation, have been key skills.

Diversify and learn as much varied knowledge as you can; that's the best advice I can give you.

Sofia Turabelidze

Deputy Director General Sakaeronavigatsia (Georgian Air Navigation Service)

I am from Georgia, which is where I now live and work. I have also lived in Germany and Spain. I love listening to podcasts and TED Talks and reading fiction; it's like taking a mini vacation every time I read a book. My favorite trip was to Bali which is a magical place.



After finishing my bachelor's, I worked in banking. But after returning from doing my MBA at EU Business School, I started working at the Air Navigation Service Provider of Georgia. I was still young, but I had always known that I wanted to contribute to a greater good, to do something for society and even for my country.

Aviation has proven to be the industry that checks all the boxes. I was lucky to be part of major processes that facilitated not just my personal growth but also benefited society on a bigger scale. I did try different things in between, like consulting, hospitality, startups and entertainment, but nothing seemed to hold my attention for long, so I returned to aviation. I was looking up at the sky way too often anyway.

The company that I work for controls air traffic in the airspace of Georgia, including, of course, all its airports. In other words, our air traffic controllers ensure the safety of all air traffic, making sure that no incidents or accidents occur. I started as a financial analyst in this company, and, just nine short years later, I am deputy director general. This will always remind me that you should look for something that ignites your passion; that's how you'll always manage to stay focused. Do that and success will follow.

Aviation is a very unique industry; once you are in, you will either absolutely love it or you will leave within six months. I love it. It is a very dynamic industry that has contributed to the speed of economic and cultural development around the world. Transportation of people and goods had obviously been possible before by ground and sea but, add the speed of an airplane, and the sky is literally the limit.

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