Eskew of UPS shares global lessons learned

“Not long ago, our company’s goal was to satisfy customers’ small package needs. Today, it’s to enable global commerce.”

— Michael Eskew, chairman and CEO, UPS

Serving on a UPS technology committee that determined electronic databases were better than paper for tracking packages, Eskew learned to “go with the best, not necessarily with what you have or what’s convenient.” During service in New Jersey, “where I became best friends with the Teamsters, I learned the value of telling people, over and over: ‘This is our goal. This is what we have to do.’ That’s leadership.”

Eskew remarked how the worldwide reach of the Internet has enabled consumers to assemble, from disparate sources, all of the components of a finished computer system, for example, rather than settle for a commodity, as in the past. “You can now delight your customers with differentiated products,” he enthused.

“Indeed,” Eskew continued, “UPS’s pioneering development of global supply chain services has greatly improved not only customer satisfaction, but cash-flow, market expansion, and productivity as well. Ordering, inventorying, paying, delivering, and tracking are now combined into one flowing stream between supplier and consumer, without people in the middle, thanks to the Internet.”

“Everyone can now know the world’s inventory. Small companies can act like big ones, and large firms can provide the individualized service that was traditionally the preserve of small ones.”

Next, he was asked to start the UPS airline. “I wanted to stay in packages,” but after acquiring six freighters from American Airlines for $150 million, Eskew proceeded to build the present 500-plane fleet, “learning important new lessons in the process: trust your partners; learn to deal with ambiguity, because you never have all the information you need; plan everything in as much detail as possible, with as much information as you can muster; and trust your organization.”
Frank Crocetti, honored by Beta Gamma Sigma, highlights the values that drive Fidelity

"One of the things I’m most proud of is initiating the Clark MBA Program at Fidelity. It’s been a success story for both institutions,” says Frank Crocetti, a GSOM Advisory Council member who was, until recently, vice president and general manager of Fidelity Investments-Marlborough. “Providing employees with resources that help them grow, like a Clark education, is one of the core Fidelity values that I’ve been communicating to all of our employees, most recently in North Carolina, where I’m now setting-up a new regional site.”

Speaking earlier this year at his induction into the Beta Gamma Sigma national honor society for business administration, Crocetti advised those who want to succeed to live by the basic values that have sustained Fidelity’s success. “Embrace change and become its agent; innovate; be action oriented and proactive; understand technology in order to lower costs; network widely both inside and outside your company, and learn by asking people at every opportunity what they do and how their organizations run; improve daily, both individually and as a company; lead projects, and deliver; above all, be passionate about what you do — life is too short and you’re too talented to be in an area you don’t feel very strongly about.” Crocetti was also adamant about honesty and integrity — “recent corporate scandals show that it only takes a few bad people to bring down very large companies.”

Crocetti’s recent nomination of James Wilson, Fidelity’s vice president of management effectiveness and human resources, to serve on the GSOM Career Center Advisory Board, illustrates another Fidelity core value — civic responsibility. “My position allowed me to become a business and community leader. Jim Wilson, who understands and lives Fidelity’s values, is invested in the Worcester community. With this new connection, he’ll help enhance the warm relationship among Fidelity, Clark, and Worcester.”

Crocetti concluded by quoting Professor S. W. Gilman, whom he called “the father” of Beta Gamma Sigma: “Success is not measured by income but by influence. Not by power but by personality. Not by capital but by character.”

Other Beta Gamma Sigma honorees this year included professors Dileep Dhavale, as professor of the year, and Mary-Ellen Boyle as an honorary inductee to BGS. ☎

A Message from the Dean

The global enterprise that is GSOM

Students from 25 different nations . . . faculty and staff from eight . . . MBA interns with international assignments . . . student exchange opportunities in four countries . . . alumni thriving professionally throughout the world. Without a doubt, Clark’s Graduate School of Management is a global enterprise! And, at GSOM, we are especially well positioned to prepare our students for a future in which a) global business is an absolute reality and b) the ability to work effectively with people from other countries is an absolute requirement for professional success. Future business leaders and managers will need to know how to work with, negotiate with, sell to, buy from — in short, understand — people with very different educational backgrounds, communication styles, and social and economic philosophies. And this is what happens at Clark — a remarkably diverse community of students and faculty, learning from one another, and about one another.

This type of learning begins at orientation, runs through course work often with a decidedly global flavor, involves daily social interaction with other students and faculty, includes work with the staff in the Stevenish Career Management Center to identify internships and jobs, benefits from interaction with visiting executive speakers, and, in the end, results in a head start for life and work in the world of global business.

The Worcester-born poet, Stanley Kunitz, once observed that “The universe is a continuous web. Touch it at any point and the whole web quivers.” Such is the nature, I believe, of the world we live in — be they tragic events like hurricanes, tsunamis, or earthquakes or less-dramatic ones like shifts in agricultural policies in Europe or investment practices in China. Ours is an increasingly interdependent world, and GSOM students can learn something new about that world every day.

On a more personal note, my recent sabbatical in Barcelona allowed me time to reflect on this global economy, and what it means for GSOM’s future. I am grateful to Priscilla Eisass, who served as acting dean in my absence, and to the wonderful GSOM faculty and staff for giving me this unique opportunity.

On behalf of all of us at GSOM, I want to extend to you and your family season’s greetings and best wishes for a prosperous New Year.

With warm regards,

Ed Ottensmeyer, Dean (eottensmeyer@clarku.edu)
Prepared for global challenges: alumni reflect on the GSOM advantage

“Here are few universities in the U.S. that can deliver such an international learning experience like Clark” says Wolfgang Hammes MBA ’89, who recently caught the attention of Deutsche Bank, which named him managing director and head of the financial institutions group in global banking for all German-speaking countries. Previously, he was managing director of global markets & investments, Merrill Lynch & Company and a partner at McKinsey & Company. Hammes credits his rise through the ranks of international financial management to his time at GSOM.

“The international student body gives you first hand access to business experience from around the globe. You quickly realize that the way Americans, Germans, or Japanese approach a business problem or communicate a solution may vary greatly. The faculty at Clark encourages this learning process,” says Hammes — who is a member of the GSOM Advisory Council — “by actively drawing on the international perspectives of the students in classes like business strategy or international marketing.”

“I strongly feel that to be prepared for a globalized world does not necessarily mean that you need to speak several languages, even though that might help,” Hammes observes. “More important is that you are able to interact with people from different parts of the world who may have quite different thinking and decision-making patterns. Going through a Clark MBA enables you to acquire these skills.”

Harvard graduate Serotta also insisted on a student-focused program. He reports: “Even though my professors at Clark were doing serious and highly regarded research, their primary focus was on teaching. You get exposure to senior faculty that you would never get in the other top MBA programs, and the level of teaching is extraordinary.”

Today, Serotta is a vice president at Solutions, the financial services arm of the $500 million Patni Computer Systems consulting firm, where he heads a global network of account managers. Referring to his work in India, on the challenge of harmonizing U.S. delivery methods and Indian culture, Serotta says GSOM prepared him “to analyze all dimensions of a situation simultaneously, which is essential to success in an international environment.”

Ed Serotta MBA ’88 chose Clark because “I was then working full-time as a CEO, traveling extensively, and also trying to have time for my family. Clark’s part-time MBA was a perfect fit for my hectic schedule.”

GSOM also met Serotta’s demand for the highest quality. Accreditation by the Association to Advance Collegiate Schools of Business — AACSB International — means that GSOM consistently delivers it. Today, this accreditation places GSOM in the top one-third of business schools in the U.S. and the top ten percent worldwide.

“You get exposure to senior faculty that you would never get in the other top MBA programs, and the level of teaching is extraordinary.” — Ed Serotta

Isabel Hochgesand MBA ’91 says: “I originally came to Clark for a year abroad to immerse my self in the language and culture of the U.S.” But she was so excited about what she found that she decided to remain in Worcester. “You study with many people from so many diverse countries and cultures. I learned to work in small teams on projects with people of different nationalities.” Hochgesand says that her instructors taught with passion and “an open ear,” and that Clark schooled her in the skills and cultural nuances needed to succeed in a U.S.-based global company.

Upon graduation, Hochgesand landed an international position with Procter & Gamble, eventually settling at P&G’s European headquarters, in Geneva. Now in Frankfurt and responsible for European and global marketing purchases as well as integrating the recently acquired Gillette into the marketing purchases fold, she leads a department of 30 in an innovative, location-free, virtual environment.

Hochgesand finds that she uses the knowledge and skills she learned at Clark, especially the spirit and techniques of collaboration, to succeed in her challenging global position. She says that Clark also gave her the personal and professional dexterity to be a working mother at the top of her game in international business.

“There are few careers left for MBAs that do not require cross-cultural skills and an international mindset.” — Wolfgang Hammes

Wolfgang Hammes could also be speaking for Serotta and Hochgesand when he says: “There are few careers left for MBAs that do not require cross-cultural skills and an international mindset. I feel strongly that my education at Clark’s GSOM enabled me to work in different geographies as well as in different functions. I can’t imagine being where I am today without it. Students in Clark’s MBA program not only acquire a first-class management tool kit, they also learn how to employ it in a global environment.”
Helping students rise to global challenges

Pilsik Choi, who joined the faculty at Clark this fall, is excited to be teaching at GSOM, rather than at a larger business school, because “I particularly like the small class-size, which allows me to develop closer mentoring relationships with my students.”

Choi is a native of Korea, where he completed his undergraduate education. Students find my Asian background especially helpful because “many of the MBA students are from China, Taiwan and Thailand. Students want to be able to return to their countries with business skill-sets that they can utilize in the markets of Beijing, Taipei or Bangkok. Fortunately, I am able to teach them American business practices and essential marketing skills, combined with an Asian perspective.”

“I think many students have come here,” he says, “because earlier Clark graduates from overseas returned home to say that their educational experience in Worcester was outstanding.” Choi connects well with his students, as indicated by several honors he’s received since coming to this country, including the Sheth Foundation Award for Teaching at the University of Illinois. Now teaching an undergraduate marketing course, and an MBA marketing research class, Choi looks forward to teaching an MBA-level international marketing course next semester. “It will focus,” he says, “on global retailing and will emphasize the rapidly expanding Chinese and Indian markets.”

Choi’s research is focused on lead-products as a factor in store choice, “which aims to show why consumers choose one store over another.” Additionally, his research has found that “sales of used DVDs are more profitable for rental stores, but less profitable for movie-studios.

Choi believes that his courses, incorporating his research, will help students rise to the challenges that a global economy presents and seize market opportunities they can spot more readily as a result of their training at GSOM.
Internships take on an international focus

GSOM students held internships this past summer in a variety of organizations located in such places as Israel, Taiwan, Thailand, India and Korea. The profiles below illustrate how the interns provided value to the global businesses they served.

For further information on internships, contact Nathalie Miquel, Assistant Director of the Stevenish Career Management Center, at 508-793-7138 or nmiquel@clarku.edu.

Entering class of 2005 brings global diversity

With 64 full-time students (up 25% over 2004) from 21 countries (up from 15 last year) and five continents, “the GSOM entering class of 2005 is a record setter,” says Patricia Tollo, director of admissions. “It's a very impressive group of people, especially in view of GSOM’s global orientation.”

Some hail from countries such as India or Taiwan that have provided many Clark and GSOM graduates in the past; some are only recently out of undergraduate programs; while others have already been involved in business, even on the international level. Their undergraduate majors vary, including business (57%), economics (23%), liberal arts (8%), engineering (5%), math and technology (5%), and sciences (2%). But all are united in their quest for an MBA from GSOM, says Tollo, “a course of study involving the kind of teamwork and cultural interaction that will stand them in good stead, whether at home or abroad, when they graduate.”

New-Student Profiles

Christian Lautwein, from Clark’s partner university in Trier, Germany, used his high school IT training to work as a software engineer and supervisor of trainees while fulfilling his military service obligation. Having combined his knowledge of computer technology with an interest in business as an undergraduate, Lautwein wants to be an IT manager at a major corporation after completing his MBA.

Namita Gupta, with a BA in Commerce from the University of Delhi and a diploma in business administration from the Institute of Chartered Financial Analysts of India (ICFAI), brings to her MSF studies broad employment experience in security and portfolio analysis, investment banking and financial management. She plans to pursue a career in security analysis and portfolio management.

Christine Compston, a PhD in history from the University of New Hampshire, has had extensive experience as a professional educator, historian, editor, non-profit manager and consultant. An expert on the U.S. Supreme Court — she is the author of a scholarly book on Chief Justice Warren, published by Oxford University Press — Compston plans to use her MBA to begin a new career in global business.

Peter Häkansson spent a semester studying Asian economic integration and globalization at a Japanese university (in Japanese!) while earning an MS in business administration and economics at Sweden’s Växjö University, where he concentrated on business development. As he continues an entrepreneurial undertaking of his own in the U.S., Häkansson hopes while at GSOM to become more familiar with the American market and eventually to work for a major international corporation.

National Origins of the Class of 2005

Albania, Bangladesh, Brazil, China, France, Germany, Greece, India, Israel, Japan, Kenya, Lebanon, Nigeria, Pakistan, Romania, Sweden, Taiwan, Thailand, Turkey, Ukraine and the U.S.
Mark Fishman: Top Trader

GSOM Advisory Council member Mark S. Fishman ’82, until recently director of fixed income for SAC Capital Advisors, in Stamford, CT — and founder of SAC’s very successful fixed income Genesis Fund — last year launched Sailfish Capital Partners, a multi-strategy hedge fund with some $2 billion in assets today.

“I started Sailfish,” says Fishman, who is considered one of the top traders in the world, “because I wanted to make sure my team and I could better concentrate our efforts and resources than we had in larger firms, where focus is divided and approaches to investing the collective assets vary among divisions. I’m now able to follow my own vision and better serve my fixed-income investors.”

Fishman recalls his years at Clark as “a period of learning and growing up, finding out what I could do, because at the end of the day, you’re on your own.” He still appreciates the mentoring he got at Clark, and emphasizes how much he admires GSOM Dean, Ed Ottensmeyer, both personally and professionally. “You realize there are people, like him, who do this out of love for the University.”

Perry Pero: Northern Trust

“I’ve had a lifelong love affair with Clark and my native Worcester,” says Perry Pero ’61, a Clark University trustee from 1981–1989, honorary trustee from 2001–2005, current member of the GSOM Advisory Council and recently retired vice chairman of the two trillion dollar Northern Trust Company.

“I’m very pleased with the growth of GSOM enrollment during my tenure, proud of an accreditation that places GSOM among the elite management schools in the world, and happy that the Advisory Council now includes alumni.” Pero also points with satisfaction to increased financial support to GSOM from graduates, and to the new entrepreneurship program, “which gives added scope and dimension to what we do.”

Pero continues in retirement to help guide a number of important non-profit organizations, including Clark, an institution to which “I have remained closely connected, even though 42 years have passed since I left Worcester to follow my career path.”

SBDC loan counseling for Katrina’s business victims

“In early October, I had volunteered to be part of a national SBDC effort, supported by GSOM, to help storm-ravaged business owners get back on their feet as quickly as possible.

Among the new clients Rainey met at the local convention center — which remained fully serviceable during Katrina — was a woman whose business, an urgent medical care facility on the Gulf, had been washed away (and whose home was still under nine feet of water). “First, she related her story. The woman’s business had not been on the flood plain — the storm surge was unprecedented — so her insurance was inadequate.” Moreover, Rainey says, her start-up had only recently broken even and it was difficult to put a financial package together in the absence of a three-year tax return history. “But thanks to my previous experience working out disaster loans, we found a formula and put together a compelling application for funds that would cover the property loss and provide economic impact money to get her over the hump. The question then arose: ‘Will there be anyone left in the devastated area needing the care she had provided?’ We calculated that the tremendous amount of new construction slated for the region would provide a population for her services.”

Throughout his work, Rainey observed that simply listening sympathetically to the victims’ accounts had clearly become part of his job description. “Many of the business people with whom I met were still in shock. One had even lost his mother and aunt in the Houston bus fire that claimed so many lives.”

“I made it clear to everyone I counseled, however, that they could, and should, call me at Clark for continued consultation as their loans are processed and they begin to recover.” As Rainey left Mississippi following his two-week stay, a new group of SBDC volunteers was scheduled to arrive.

Katrina, whose total damages range in the hundreds of billions of dollars, is now considered the worst natural disaster ever to hit the United States.
Anita Bhatia MBA '03, director and CEO of the University of Southern Maine's School of Business.

Ridab Abutaleb MBA '03, is manager of the China offices of the Talal Abu-Ghazaleh organization in Shanghai, China.

Mayank Agarwal MBA '05, is a senior software engineer at Atex Media Command in Bedford, MA.

Omer Faruk Aksoyek MBA '04, is a stock trader on the Istanbul Stock Exchange in Istanbul, Turkey.

Ekow Archer MBA '04, is a senior financial analyst at Modell's Sporting Goods in New York City, NY.

Anne Baldridge MBA '04, works for the telesales division of Monster as a compensation analyst in Maynard, MA.

Stefan Bartram MBA '98, serves as assistant to the chief marketing and communications officer at T-Systems International in Frankfurt, Germany.

Vikram Bhargava MBA '98, is working at Wipro BPO Solutions Ltd. as a business finance manager based in New Delhi, India.

Rajesh Bhutani MBA '03, has joined Concentra, Inc., a health care services firm in Burlington, MA, and is a manager in the business technology solutions department.

PaulAksoy MBA '98, husband of Claire Quan-Aksoy MBA '94, is a partner in a Wendy’s Old Fashioned Hamburger franchise with 58 restaurants in Atlanta, GA as well as Tampa and Brevard County, Fl.

Rafael Canosa MBA '98, is a strategic purchases group manager for Procter & Gamble in Caracas, Venezuela. He is responsible for sourcing strategy and negotiations for the tissue & towel business in Latin America and global sourcing strategy for these products in North America, Europe and Asia.

Tung Sam Chiu ‘03, MBA ‘05, is an account manager and media buyer for the original Steel Works in Belgorodskaya, Russia.

Eric Fabre MBA '97, is tender controller and risk manager, in Paris, France, for a subsidiary of Akstom, a French industrial group in the energy and transport fields. He oversees the firm’s dealings with customers in France, Brazil and China.


Michael Prashan Gomez MBA ‘00, MSF ‘02, is a senior financial analyst at Fallon Clinic in Worcester, MA. He became a U.S. citizen in October of 2005.

Tobias Hartmann MBA '95, is chief operating officer and on the Board of Directors at D+S europe AG, one of the largest German service providers for integrated customer process management, headquartered in Hamburg, Germany.

Abhayraj Kapoor MBA'98, is a director at Laxmi Aqui Components and Forgings Pvt. Ltd. in Aurangabad, India, and is in charge of two factories supplying component to Bajaj Auto Ltd.

Carol Madsen MBA '87, is president of Alliance for Cultural & Economic Exchange, Inc., a nonprofit organization in Somerville, MA, that supports the keepers of the rainforest and interacts with indigenous communities in the Andes.

Evelina Miteva MBA’01, serves as a financial analyst in the department of financial planning and analysis at Fallon Clinic, Worcester, MA.

Stefan Nagel MBA ‘98, is an assistant professor of finance at Stanford University's Graduate School of Business in Palo Alto, CA. He earned his PhD at the London Business School and won the Smith-Breeden Prize from the Journal of Finance for “Best-Paper” in 2004.

Lawrence Norman ‘94, MBA ‘95, is working at adidas-U.S. in Portland, OR and serves on the marketing integration team, following that firm’s recent acquisition of Reebok.

Leonardo Paparoni MBA '98, is working for Cargill as a strategic sourcing consultant for the Latin America procurement department, in Caracas, Venezuela.

Atul Puranik MBA ‘89, is a marketing manager for United Parcel Service (UPS) in Dedham, MA.

Kathy-Ann Rampersad MBA ‘98, is the director of operations and communications at The College of Occupational Therapists in Toronto, Canada. The college is the governing body that regulates the practice of occupational therapy.

Raul A. Sadir MBA ‘98, is the director of Veco Group, a family owned company in Campinas, Brazil. The company is the Latin-American leader in contamination control equipment.

Jenn Soltys '00, MBA '01, has joined the State Department and will serve as an Economics Officer in the U.S. Foreign Service. Her first post will be with the US Embassy in Moscow, Russia for two years, beginning in January of 2006.

Tom Su MBA '05 and Ku-Jun Lin MBA '94, have taken leadership roles in establishing and strengthening Clark alumni initiatives in Taiwan. The alumni community was established to help Taiwanese alumni connect with Clark and to provide a way for them to stay in touch with each other and share their career, life, family or travel experiences. In recent years, the alumni community in Taiwan has hosted gatherings for career networking, for alumni taking CFA and CPA exams and a pre-orientation session for new MBA and MSF students.

Ben Thein '05, served as the senior speaker at the University's 2005 commencement ceremonies. A government major with an interest in diplomatic history, Thein has been a student council member and was a leader in the Gryphon and Pleiades Senior Honor Society. He received the Holthausen Prize in International Relations at honors convocation ceremonies and will be completing the Fifth Year Program at GSOM in December of 2005.

Sameer Vij MBA ’05, works for Dell Computers, in Mohali, India, as a global site selection data analyst. He works with teams responsible for taking Dell business to new locations anywhere in the world; he also serves as a project advisor for new Dell facilities in the Asia Pacific Rim and region.

Purnima Vepa MSF ‘02, is currently working at Fallon Clinic, Worcester, MA as a senior financial analyst.

John J. Voyer, PhD, MBA '81, Portland, ME, is the interim dean and professor of business administration at the University of Southern Maine’s School of Business.

Hai-Yang Wang MBA ‘02, is an auditor for Pricewaterhouse Coopers in Shenzhen, China.

Harold Wuff MBA ‘98, is working for Alfonzo Rivas & CIA, a consumer goods company in Caracas, Venezuela. He is the business unit manager for a set of global and local brands, including M&M Mars, Campbell's Soup, Dole, Sara Lee, Ore-Ida, E&J Gallo Wines, Reynolds, Dial, Ballantine's, Beefeater London Gin and Barilla.

Sara Lee, Ore-Ida, E&J Gallo Wines, Reynolds,
GSOM Calendar – January through March 2006

All Clark alumni and friends are encouraged to attend any of the following programs. If you would like further information on an event, please consult the Clark alumni Web site at: http://www.alumniconnections.com/olc/pub/CLK/eventscalendar.html

January 2006

25  Worcester, MA. GSOM Leadership Forum: Joel Schwartz, Sr. VP & GM of EMC CLARiiON Systems. Carlson Hall, Room 128, 4:00 p.m.
25  San Francisco, CA. Alumni Reception at Custom Made Theater Co. Time TBD
26  Seattle, WA. Alumni Reception at Microsoft Campus. Time TBD

February

3   Washington, DC. Career Networking Luncheon at Zed’s Ethiopian Restaurant. Time TBD.
12  Montreal, Canada. Alumni Brunch at Le Centre Sheraton Hotel. Time TBD.
24  New York City. Career Networking Luncheon at the American Management Association. Time TBD.
28  Boca Raton, FL. Alumni Reception at the Polo Club Boca Raton. Time TBD.

March

2   Coral Gables, FL. Miami Alumni Reception at Chiapa Restaurant. Time TBD.
5   Tampa, FL. Alumni Brunch at Treasure Island Tennis and Yacht Club. Time TBD.
16  Boston, MA. Alumni Event at Company One. Time TBD.