



John Molson

Concours international d'étude de cas MBA
MBA International Case Competition

The 33rd John Molson MBA International Case Competition



Global Connections

Global Impact

2014

January 5th - 10th

Since 1981

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- Get your personalized schedule (for teams, judges and volunteers);
- Submit a photo to the competition photo gallery;
- and much more

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Enjoy an enhanced experience at the 2014 edition of the MBA ICC by downloading the MBA ICC app!

Powerful for Organizing Team



Easy for Everyone!



Dean of John Molson School of Business

On behalf of Concordia University's John Molson School of Business, I am pleased to welcome you to Montreal for the 33rd annual John Molson MBA International Case Competition - one of our school's signature events.

The competition represents a wonderful opportunity for participants to develop many competencies that are essential for business leaders. The event also provides an occasion for students, sponsors and professionals from across the globe to connect and develop valuable partnerships.

I would like to wish all of the participants the best of luck. I hope that you will find us to be warm and welcoming hosts.



A handwritten signature in blue ink that reads "Steve Harvey". The signature is fluid and cursive.

Steve Harvey, PhD
Dean, John Molson School of Business

Director of MBA Program

On behalf of the MBA program at the John Molson School of Business, I am delighted to welcome you to Montreal and the John Molson MBA International Case Competition.

The week you will spend with us will be challenging, exhausting and exhilarating. The friendships you forge, the lessons you learn and the contacts you make this week will help you grow both as person and as a business professional.

I hope you will also take the opportunity to explore our beautiful city, even if there is a slight chill in the air!

Good luck and have fun.



A handwritten signature in black ink that reads "Sandra B". The signature is cursive and stylized.

Sandra Betton, PhD
MBA Program Director, John Molson School of Business

Organizing Team

It has been a great honor and privilege to plan The 2014 John Molson MBA International Case Competition (MBA ICC). Since its inception in 1981, it has been the school's flagship event. The John Molson MBA ICC is the largest and most international case competition of its kind and brings together students, academics and business executives from around the world to network and connect.

This year's competition will incorporate several new initiatives. The technological improvements made to the competition's format along with the introduction of a full customized and integrated IT system will improve the experiences of all stakeholders. The ranking and geographical diversification of this year's attending schools has made The John Molson MBA ICC a world-class event.

We would like to take this opportunity to thank all participants, sponsors, judges and volunteers for their generous support. Without your contributions, this competition would not be possible. We would also like to express our deepest appreciation to our board of directors for their support, wisdom and experience.

Finally, we would like to thank our Academic Advisor, Mr. William Meder, whose invaluable insight and experience has made the planning of this event possible.

The 2014 Organizing Committee
Bita, Elliott, Hanaa, and Leila
Brittany, Melina, Miguel, Oleksandr, and Reza

Sustainability

Sustainability is integral to The John Molson School of Business (JMSB). The Corporate Knights ranked the JMSB MBA as the second "Greenest MBA" program in the world. Since 2009, the John Molson International Case Competition has been dedicated to making the competition as sustainable as possible. The 2014 competition is no exception.

The competition is hosted at the Fairmont Queen Elizabeth Hotel, which has a "Four-Green Key" rating and is recognized internationally as a model for social corporate responsibility in the hospitality industry. In addition, this year's competition will incorporate a new technology initiative which will significantly decrease paper usage during the competition. This also allowed for the elimination of acetates for use during presentations, reducing our environmental impact.

This year's competition will feature various other sustainable achievements, including an increase in organic food by more than 25%, use of carbon offsets to help reduce the competition's carbon footprint, 3 free morning yoga classes, composting facilities and much more! Please join us in continuing to grow sustainability at the competition by instilling several guiding principles throughout the week:

1. Use the waste management services (garbage, recycling, compost)
2. Reduce emissions by using public transportation or walking
3. Eliminate the use of all disposable plates and utensils

Help us make the 2014 John Molson MBA International Case Competition the most sustainable ever!

The Board of Directors

The John Molson MBA ICC Board of Directors is made up of business executives and representatives from the John Molson School of Business. Their role is to offer guidance to the organizers based on their years of professional experience.



Diane Belliveau
Regional Manager - Africa
Export Development Canada



Sandra Betton, PhD, CFA
Associate Professor & Director,
MBA Program
John Molson School of Business,
Concordia University



François Giroux
Executive Vice President & General
Manager
Novik Inc.



Giulia (Julie) Cirillo
Corporate Vice President,
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Bombardier Recreational Products Inc.



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Retired Managing Director
RBC Dominion Securities

Ken Brooks
Senior Vice president & Partner
Ernst & Young Inc. and
Ernst & Young Orenda Corporate Finance Inc.



Klaus Kepper
Vice President Finance & Chief
Financial Officer
MethylGene Inc.



Nick Houseman
President
Zenith Jet



Peter O'Brien (Chairman)
Commercial Lawyer in Private Practice
& Company Director



Stephen Sharp
Vice President
PNC Bank Canada



Dr. Steve Harvey
Dean
John Molson School of Business,
Concordia University

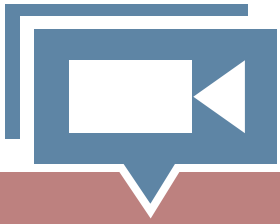


William Meder
Academic Advisor
John Molson School of Business,
Concordia University





The 2014 MBA ICC
will live stream all final presentations internationally!



Please watch final presentations here:

www.mbacasecomplive.com



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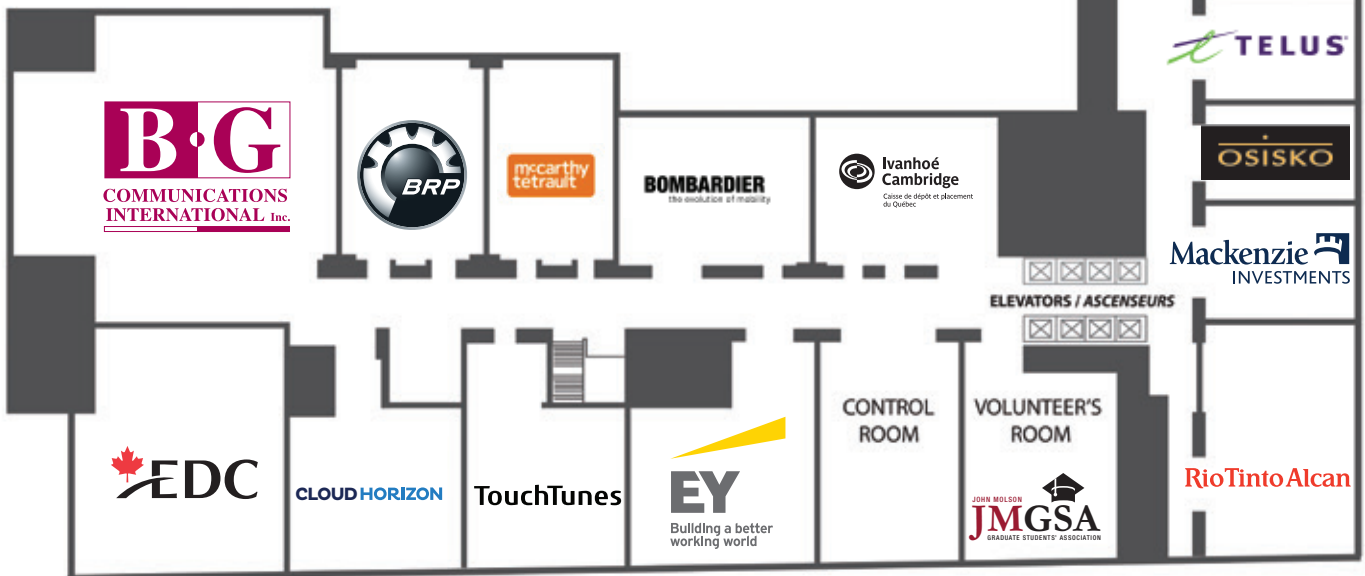
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Convention Floor (2nd Floor)

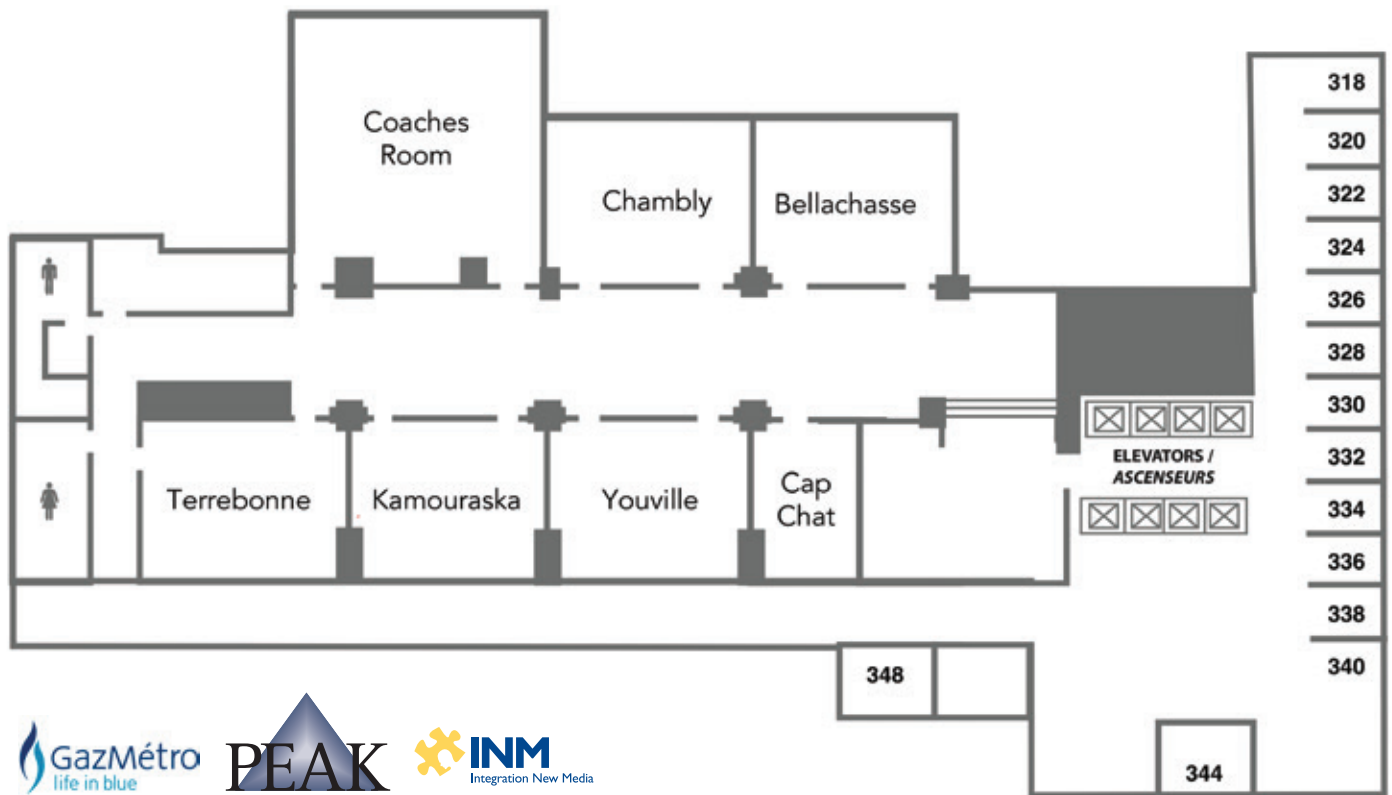
RC	Judges' Room
2	Presentation, Preparation, Volunteers' and control Rooms
3	Coaches' & Preparation Rooms
20	Hospitality Suite






**JOHN MOLSON
SCHOOL OF BUSINESS**
Executive MBA






Preparation Rooms (3rd Floor)



Schedule

Time	Sunday January 5	Monday January 6	Tuesday January 7
6:00		Yoga Session: 6:00 – 6:45	
7:00			Breakfast: 6:30-7:30
8:00		Coaches' Briefing 8:00-9:30	
9:00		Opening Brunch: 9:30-11:00	
10:00		TouchTunes	
11:00			Team 1 Presentation 11:00-11:40
12:00			Team 2 Presentation 11:55-12:35
13:00			 Lunch 13:00-14:30
14:00		Team 1 Presentation 14:45-15:25	
15:00		Team 2 Presentation 15:40-16:20	
16:00			Team 1 Presentation 16:30-16:55
17:00	Opening Ceremony: 17:00-18:00 CLOUD HORIZON		Team 2 Presentation 17:10-17:35
18:00	Snacks & Refreshments 18:00-21:00		
19:00	 Ivanhoé Cambridge Caisse de dépôt et placement du Québec		Mange et Mélange 19:00-22:00
20:00		Hockey Night 19:00-23:00	 ZENITH JET BUSINESS. AVIATION. INTELLIGENCE.
21:00			
22:00			
23:00			

Wednesday January 8	Thursday January 9	Friday January 10	Time
Yoga Session: 6:00 – 6:45		Yoga Session: 6:00 – 6:45	6:00
	Breakfast: 6:30-7:15		7:00
 Breakfast 8:00-9:30		Breakfast 7:30-9:30	8:00
		Coaches' De Briefing 8:15-9:45	9:00
			10:00
Case 4: Live Case Presentation on Haiti 10:30-11:50	Team 1 Presentation 10:40-11:20		11:00
	Team 2 Presentation 11:35-12:15		12:00
			13:00
	 Lunch 13:15-14:45	Team 1 Presentation 13:30-14:10	14:00
Team 1 Presentation 14:20-15:00		Team 2 Presentation 14:25-15:05	15:00
Team 2 Presentation 15:15-15:55		Team 3 Presentation 15:20-16:00	16:00
			17:00
 Networking Cocktail 17:00-19:00			18:00
	Team 1 Presentation 18:30-19:10		19:00
Indoor Skating 19:00-21:00	Team 2 Presentation 19:25-20:05	BOMBARDIER the evolution of mobility	20:00
TouchTunes Karaoke Night 20:00-23:00	Team 3 Presentation 20:20-21:00	Bombardier Final Banquet 19:00-22:00	21:00
TouchTunes			22:00
	Video Games Theme Party 22:00-02:00		23:00
	TouchTunes		

Event Description

January 5 - 10th

The Party Suite!!

Location: Hospitality Suite (Room 2016), Fairmont Queen Elizabeth Hotel
Come and relax with your fellow participants in the hospitality suite. This is the location where you can mingle with fellow participants during the evenings of the competition. Make use of our Karaoke machine and create lifelong memories during our extended hours. As always, our bartenders will guarantee a fantastic evening.

Sunday, January 5th

Opening Ceremony

Location: "BRP Room" (Marquette Room), Fairmont Queen Elizabeth Hotel
Time: 5:00 PM - 6:00 PM
Invitees: Coaches, Participants & Special Guests
Dress code: Business Formal
Join us in the Marquette Room to officially welcome everyone to the competition. Last year's winning team will return the Concordia Cup and the six division draws will be announced.

Snack and Refreshments

Location: Hospitality Suite (Room 2016) Fairmont Queen Elizabeth Hotel
Time: 6:00 PM - 9:00 PM
Invitees: Coaches & Participants
After the Opening Ceremony, come spend an evening in the Hospitality Suite getting to know your fellow participants and reconnect with old friends. Food and refreshments will be provided.
Special Instructions: This will not be a formal dinner, so please plan meals accordingly.

Monday, January 6th

Yoga Session

Location: Coaches' Room, 3rd floor, Fairmont Queen Elizabeth Hotel
Time: 6:00 AM - 6:45 AM
Invitees: Participants & Coaches Only [30 spots per day]
To help you relax and focus on the day ahead, we will be holding a Yoga session. Increase your potential for optimal performance by relaxing your mind and body.

Coaches Briefing

Location: Coaches' Room, 3rd Floor Fairmont Queen Elizabeth Hotel
Time: 8:00 AM - 9:30 AM

Invitees: Coaches

Opening Brunch

Location: "BG Communications Room" (Grand Salon), Fairmont Queen Elizabeth Hotel
Time: 9:30 AM - 11:00 AM

Invitees: Participants, Coaches, & Special guests

Montreal Canadians vs. Florida Panthers

Location: Bell Centre, 1909 Ave des Canadiens de Montreal

Time: 7:00 PM- 10:30 PM

Invitees: Participants and coaches Only

Dress Code: Casual

Experience the most riveting hockey atmosphere in the world at the Montreal Canadiens' Bell Centre. Cheer on the red and blue as they battle the Florida Panthers and enjoy the authentic Montreal experience.

Tuesday, January 7th

"BRP" Lunch

Location: "BG Communications Room" (Grand Salon), Fairmont Queen Elizabeth Hotel

Time: 1:00 PM - 2:30 PM

Invitees: Coaches, Participants, Judges, & Special Guests

Mange et Mélange

Location: Vargas Restaurant, (Meet in Lobby) 690 Blvd. René-Lévesque Ouest

Time: 7:00 PM - 10:00 PM

Invitees: Coaches & Participants

Dress Code: Business Casual

After a tough day of competition, dinner's on us! What could be better than spend the evening having a few drinks and delicious three-course meal with new friends. You will not be seated with your team members, so embrace the opportunity to meet people from around the globe.

Wednesday, January 8th

Yoga Session

Location: Coaches' Room, 3rd floor Fairmont Queen Elizabeth Hotel

Time: 6:00 AM - 6:45 AM

Invitees: Participants & Coaches only [30 spots per day]

Breakfast

Location: "BG Communications Room" (Grand Salon), Fairmont Queen Elizabeth Hotel

Event Description

Time: 8:00 AM - 9:30 AM

Invitees: Coaches & Participants

BG Communications Networking Cocktail

Location: "BG Communications Room" (Grand Salon), Fairmont Queen Elizabeth Hotel

Time: 5:00 PM - 7:00 PM

Invitees: Coaches, Participants, Sponsors, Volunteers & Judges

Dress Code: Business Formal

Expand your network! Come meet our sponsors, judges and volunteers over drinks in Grand Salon. This is a great chance to meet some of the decision makers from Montreal business community.

Indoor Skating

Location: Skating Atrium (Meet in Lobby)
Le 1000 De La Gauchetière, Montreal

Time: 7:00 PM - 9:00 PM

Invitees: Coaches & Participants

Dress Code: Casual

Want a true Canadian experience? Tie on some skates! Offered in conjunction with the Karaoke Night, this will be a chance to get out of the hotel and have some fun!

Special Instructions: Entrance and skate rentals will be around \$15 including tax.

Directions: It's best to go through the underground village for this event. Please meet in the lobby for directions.

TouchTunes Karaoke Night

Location: Hospitality Suite (Room 2016)
Fairmont Queen Elizabeth Hotel

Time: 8:00 PM - 11:00 PM

Invitees: Participants, Coaches & Lead Volunteers

Dress Code: Casual

Enjoy a relaxed evening with your colleagues in the Hospitality Suite over a couple of drinks (an integral part of the karaoke experience)! Make sure you get some time on our state-of-the-art karaoke machine provided by TouchTunes!

Special Instructions: No food will be provided.

Thursday, January 9th

"EDC" Lunch

Location: "BG Communications Room" (Grand Salon), Fairmont Queen Elizabeth Hotel

Time: 1:15 PM - 2:45 PM

Invitees: Coaches, Participants, Judges, & Special Guests

Video Game Character Theme Party

Location: "BRP-McCarthy Tetrault room" (Marquette-Jolliet), Fairmont Queen Elizabeth Hotel

Time: 10:00 PM - 2:00 AM

Invitees: Participants, Coaches & Lead Volunteers

Dress Code: Dress up as your favorite video game character!

We will be announcing the three finalists that night! Once those teams are safely tucked into bed, it's time to cut loose! Do your favorite video game character justice and join us to "Super Mario party" the night away. A second karaoke machine provided by TouchTunes and a DJ will help keep the dance music flowing all night long.

Special Instructions: Drinks served by the hotel are limited in the Marquette-Joliette, so after grabbing a quick bite for supper, be sure to join us in the hospitality suite for some pre-party drinks. The suite will close for the beginning of the party.

Friday, January 10th

Yoga Session

Location: Coaches Room, 3rd floor, Fairmont Queen Elizabeth Hotel

Time: 6:00 AM - 6:45 AM

Invitees: Participants & Coaches Only [30 spots per day]

Final Banquet

Location: "BG Communications Room" (Grand Salon), Fairmont Queen Elizabeth Hotel

Time: 7:00 PM - 10:00 PM

Invitees: Participants, Coaches, Board Members & Special Guests

Dress Code: Formal/Business Formal

Wrap-up a memorable week at our banquet and closing ceremonies. Awards will be handed out and winners will be announced! Celebrate another unforgettable week with all attendees.

The Organizers



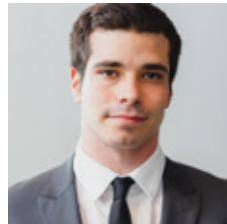
Bita Sehat



Bita Sehat, PhD, is a cancer researcher, entrepreneur and a second-year MBA Candidate. She has studied in Asia, Europe and North America and has worked in the latter two continents. She has published over ten scientific articles and her name was included in

the 2010 edition of Marquis Who's Who in the World. Upon completion of her MBA studies, she wishes to continue combining medicine and business while working as a management consultant.
www.linkedin.com/in/bitasehat

Elliott Altilia



Elliott was born in Toronto and spent the majority of his childhood living in Chicago. Originally educated in criminology, Elliott decided to pursue his MBA after developing an interest in the consulting field while working at Deloitte. Elliott is a passionate musician and

continues to mentor children with special needs. He has been practicing the Japanese art of kendo for more than a decade and currently represents Canada at international competitions.
elliott.altilia@mbacasecomp.com

Leila Mosalaeepour



Leila is a natural-born engineer with a M.Sc. in Materials engineering. Leila has more than 5 years of experience in business developing and EPC project management in Oil and Gas sector in the Middle East. Recently, she successfully launched and managed the new IT

initiative of MBA ICC. Leila is a member of Golden Key International Honour Society. She is currently pursuing her 2nd year of full time MBA. Leila is aiming for a career in finance/consulting after graduation.
www.linkedin.com/in/leilamosalaeepour

Hanaa Badaoui



Hanaa is a second year full-time MBA candidate and is responsible for sponsors and marketing of MBA ICC. Hanaa has five years of experience working as a credit & investment advisor in the banking industry and as a manager in retail. She holds a Bachelor degree

in Marketing from McGill University and IFIC license for trading mutual funds. Upon graduation, Hanaa aims to work in sales and business development for an international company as she speaks 4 languages.
Hanaa.badaoui@mbacasecomp.com

The Executive Assistants



Oleksandr Kryvenko



Oleksandr was born in Ukraine in 1978. He is married and has a 5-year-old son. Oleksandr has 13 years of managerial experience in the restaurant, retail and travel businesses. After immigrating last year to Canada, he started his

MBA at the John Molson School of Business. Oleksandr is an excellent soccer player and spends his free time traveling with his family. (ol.kryvenko@gmail.com)

Reza Farahi



Reza holds a M.Sc. in Industrial Management. Before immigrating to Canada, he has worked in NIOC-RIPI/Iran, the largest Oil and Gas research institute in the Middle East, as a marketing and sales specialist for 4 years. Reza is a passionate artist of wood-inlay as well.

He is a member of Golden Key International Honour Society. Reza is in his 2nd year of full-time MBA focused in marketing. He is looking forward to a career in marketing where he can unite his artistic spirit and his marketing know-how. (www.linkedin.com/in/rezafarahi)

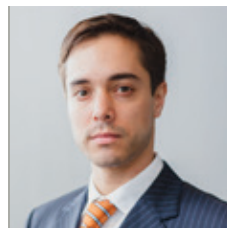
Brittany Doyle



Originally from the Ottawa area, Brittany Doyle is a first-year JMSB MBA candidate with a passion for running and yoga. She has a Bachelors of International Business from Carleton University, with a minor in Marketing. Her work ex-

perience prior to starting the MBA includes four years experience in Business Development within the Financial Services industry. Post- graduation, Brittany would like to work in the international business or marketing fields. (brittanydoyle@hotmail.com)

Miguel Laursen



Miguel was born and raised in Mexico City where he became a Mechanical and Electrical Engineer in 2005. Miguel worked for seven years as a sales engineer in a company that represents multinational food firms and commercializing machinery for Mexico's food industry, where he had the opportunity to collaborate with people from many countries. To

advance in his career path, Miguel moved to Montreal in December 2013 to pursue an MBA at John Molson School of Business. (michlaursen@gmail.com)

Melina Soochan



Melina holds a B.Mus. from McGill University in piano (2008) and is currently a performing jazz pianist/singer with two albums. Parallel to her developing music career, since 2004 Melina was a Business Process Analyst at a local software development firm, Dash

Computer Solutions. Together, her experience in event production and IT management, with a natural flair for marketing and PR, recently led her to join the organizing committee for the MBA International Case Competition 2014 as EA Judges. (melina@melinas-music.com)

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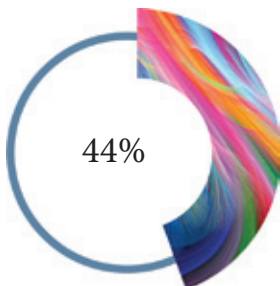
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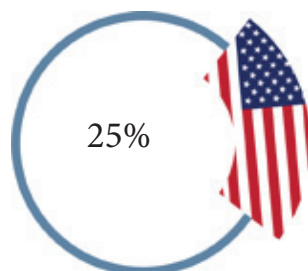
Participating Schools



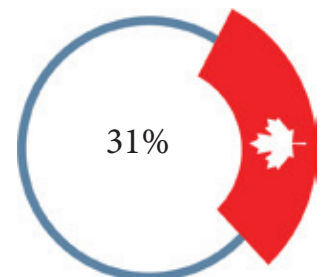
International



USA



Canada



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L-R: Michael Broadbent, Emily Bailey, Dr Peter Beven (Coach), KellieAnne Robinson, Jagdeep Olak

Michael Broadbent—After studying economics, government and journalism Michael pursued a creative passion and started a commercial photography practice that he built over 12 years, completing assignments within Australia and around the world. In 2008, he changed direction beginning his second career within the public service joining the Queensland Department of Health completing numerous operational, project, advisory and program management roles. He is currently a Program Manager within the Department's Procurement and Logistics area focusing on strategy, business transformation and performance improvement. Michael has significant experience at an operational and board level, helping sporting and not for profit organisations to become successful and sustainable through business systems and strategy.

Emily Bailey is a Manager of an academic research centre focused on health economics and health services research at Queensland University of Technology. Emily comes from a background of clinical paediatric research, and currently coordinates the strategic oversight and operations of a mid-sized academic research. Emily is a recent MBA student with QUT with a concentration in leadership and health services management.

KellieAnne Robinson is a C-Suite marketing executive with over 15 years experience in leading B2B and B2C marketing teams towards revenue generation and growth and an improved position in the marketplace. Kellie-Ann's core strengths lie in the development of business models and strategies for growth, building high performance teams and the cultivation and activation of brand and organisational culture. Kellie-Ann has a strong entrepreneurial flair, sound business acumen and vision, and an ability to make things happen. Kellie-Ann has worked across a variety of industries within the private and public sectors. Kellie-Ann has an undergraduate degree in Business (Double major HR and Marketing). She is currently studying her Executive Masters of Business Administration (EMBA) at QUT and is due to graduate in November 2014.

Jagdeep Olak is post-graduate qualified with solid local and international experience in the professional services and mining sectors and recent eMBA Student. He is also a Chartered Accountant and holds a Graduate Diploma in Applied Finance and Investment. An experienced professional with over 12 years experience in M&A, project evaluation, contract negotiation, forecasting, planning and analysis, Jagdeep has a proven ability to add value to commercial and capital projects, meet business goals and build strong relationships with internal and external stakeholders.

Dr. Peter Beven (Coach) teaches in the Graduate School of Business at Queensland University of Technology in strategy, innovation, and business planning in a number of advanced executive level programs. Peter is the founder and Director of Strategic IP, an Intellectual Asset consulting, brokerage and corporate advisory practice that assists large government and corporate clients to obtain greater value from their IP portfolios through commercialisation. Strategic IP assists government in commercialising technologies and holds ownership in a number of technology ventures in partnership with government. Peter holds a PhD in technology management, Masters degrees in both Intellectual property law and economics as well an undergraduate degree in finance.



UTS BUSINESS SCHOOL



UTS Business School provides integrative and practice-oriented business education in a leading university of technology. We also conduct innovative and internationally recognised research, engage actively with business and the community and prepare our students, faculty, professional staff and alumni to meet future challenges. We deliver high quality business education in a broad range of degree programs at undergraduate & postgraduate levels and through our executive development programs.

Jack McKeon's managerial experience is in working with cross-functional teams. Jack previously worked for an Australian listed technology company but recently made the leap into an exciting technology start-up.

In the past he has managed national campaigns for brands such as Coca-Cola and the Olympic Games, in one case growing a sales team from 20 personnel to a head count of more than 100 in less than two years. He has worked with major brands such as Cisco, Samsung, Nokia and Ericsson-LG at a national level. As well as specific business skills in demand management and sales, Jack says his experience in public speaking makes him a confident presenter.

Alex McGurik's specialty is infrastructure and logistics but she also brings an international perspective. Alex has environmental management experience in fast-moving consumer goods as well as government infrastructure, most recently rail. "Coming from an engineering background, I'm confident with numbers and I like processes and systems," says Alex, who also brings an interest in risk management. Alex has a combined Bachelor of Engineering and Bachelor of Arts in International Studies from the University of Technology, Sydney, spending a year in Chile and six months in Mexico as part of her studies.

Kimberly Tower is Executive Manager, Business Product Marketing, at Commonwealth Bank of Australia and has worked in financial services marketing with several other institutions. At CBA she is accountable for formulating product and multi-channel marketing strategies targeted at corporate, commercial and SME customers to increase brand consideration, max-

imise share of wallet and increase segment profitability. Kimberly has experience in deploying international marketing strategies in the UK and Canada. Kimberly's strength is in strategic marketing planning.

James Abbott is enterprise architect at Hammond-Care, a not-for-profit health-care organisation based in Sydney. He has held a variety of IT roles and is currently focusing on strategies for reaching remote areas of Australia. James holds a Bachelor of Science (Information Systems) from the University of Sydney and has also worked in the engineering sector. He sees a lot of potential for technology to be better used within health-care organisations. He brings skills in project management and sees himself being "a bridge between the world of technology and the world of business" in this competition.

Chris Maxwell (Coach) consults with a wide variety of corporate, government and other clients, facilitating workshops and learning programs in the areas of strategy, leadership, behavior, performance management, innovation and change management. He also speaks on topics including self-motivation and personal resilience. His current area of interest is in studying and modelling human group dynamics using non-human conceptual bases. In his time, Chris has been both an aspiring astrophysicist and an itinerant musician. Chris says he came away from the 2013 competition truly understanding the importance of teamwork.



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L-R: Marco Antonio Minari, José Luiz Fragnan, Juan Mauricio Benitez, Eliane Medeiros, Ailton Conde Jussani (coach).



FIA – Fundação Instituto de Administração is a private non-profit organization created in 1980 by faculty from the University of São Paulo. In its 30 years of existence, over three thousand private companies, associations, NGOs and governmental entities have been supported through research and consulting, projects, and FIA Business School offers several top ranked programs in undergraduate business courses, MBAs and executive education, serving students from Brazil and from all five continents.

Eliane Medeiros—Executive MBA Candidate from FIA Business School - Brazil (2013/2014); Post Graduated in Group Dynamic from SBDG (2004); Post graduated in Strategic HR from Universidade Federal Rio Grande do Sul - UFRGS (2002), Degree in B.A. emphasis in System Analysis from Pontifícia Universidade Católica RS (2000). Career has been developed in HR. Worked for more than 20 years in many positions inside HR being 15 year in Multinational Companies such as John Deere (Agriculture Company) and Gearbulk (Maritime Shipping Company). Has certification in: Read back coach for 360° Feedback – PDI; Coach for the Internal Coaching Program by John Deere, in USA; PI Predictive Index – in U.K. and Insights Discovery – Self Awareness tool.

José Luiz Fragnan—Executive MBA from FIA Business School - Brazil (2013/2014); Chemical Engineer from Escola de Engenharia Mauá - EEM, São Paulo (1986), Post Graduated in B.A. from Fundação Getúlio Vargas - FGV, São Paulo (1994); Certification from Instituto Brasileiro de Governança Corporativa – IBGC (2010) for Members of Board of Directors. 25 years of experience mainly in positions of leadership in international companies such as Degussa S.A. (German metal group), Rolls-Royce Brasil (British aerospace company) and Embraer S.A, (Brazilian aircraft company). Currently Manufacturing VP at Embraer and since 2006 Counselor to CIESP, São José dos Campos.

Marcelo da Silva Fogaccia Executive MBA Candidate from FIA Business School – Brazil (2013/2014); Electronic Engineer from Escola Politécnica da Universidade de São Paulo – POLI – USP, São Paulo (1994); PMI Project Manager Professional (PMP)

(2008). 20 years of experience mainly in software development, working for national and multinational companies such as Bristol-Myers Squibb (Pharmaceutical), NCR (banking automation) and Itaotec (banking automation). Experienced in banking automation, TV and healthcare industries (pharmaceutical and diagnosis). Currently IT Department Manager at Bristol-Myers Squibb.

Marco Antonio Minari—Executive MBA from FIA Business School - Brazil (2013/2014); Graduated in Business Administration - Universidade Nove Julho, São Paulo (1993), Post Graduated in Human Resources - Universidade Santana, São Paulo (1995); 27 years of experience in Brazilian and Multinacional companies in positions of leadership. Almost 20 years of working at Eastman Chemical Company, currently Financial and Administrative Manager to Brazil and Argentina.

Ailton Conde Jussani (Coach)—PhD candidate in Business Administration from University of São Paulo; Master's in Business Administration from University of São Paulo (2009); Executive MBA from FIA Business School (2003); Degree in Physics from University of São Paulo (1994); Bachelor of Science in Physics from Pontifícia Universidade Católica de São Paulo (1990); Researcher from University of São Paulo (FEA/USP) since 2007; Committee member of the Brazilian Automotive - ABNT CB05 (Vehicles propelled electricity). Career has been developed in ICT in more than 25 years of work inside IT industry.



L-R: Elise Tuuppa, Heidi Kuusela, Wan Zhang, Hanna Kauppinen.

Founded in 1911, Aalto School of Business is the leading business school in Finland and is the only business school in Finland and the first business school in the Nordic countries to have received all three I accreditation labels: AACSB, AMBA and EQUIS. Aalto strong vision is based on pioneering research, quality assurance and in-depth relationships with the business world. Aalto continuously develops new ways of working and sharing expertise and is contributing to the society through new working culture and unique application of research, development and innovation.

Heidi Kuusela holds a BScBA degree in Marketing and is currently pursuing the same major at the graduate level. She is particularly interested in finding solutions for brands to engage customers and create loyalty. She studied also management, economics and politics at St. Gallen University, Switzerland. She is also pursuing her BA degree in German Studies with the minor Design Management at the University of Helsinki. In November 2013, Ms Kuusela's team won third prize in the Yonsei - Aalto Case Competition.

Elise Tuuppa holds a BScBA degree in finance and is currently studying towards a Master's with the same major. She is particularly interested in M&As and business valuation. She also studied economics, politics, law and German at the University of St. Gallen, Switzerland. She also lived in Belgium and the UK. Currently she works as a junior analyst in a small Finnish financial services company Navi Group Oy. She has previous work experience from Outokumpu's treasury and IKEA's accounting department in Finland.

Wan Zhang completed her gymnasium education in Chongqing, China and gained Cambridge Advanced International Certificate of Education (AICE Diploma) from Espoo, Finland. She is pursuing a Master's Degree in Economics and Administration with specialization in finance. Her work experience comes from customer service sector and from a consulting in technology and innovation industry.

Hanna Kauppinen is pursuing her Master's studies majoring in Information and Service Management. She is also studying advanced Strategy and Management in the Daytime MBA Program at Duke University's Fuqua School of Business as an exchange student. Ms Kauppinen works as a Consultant Intern at PwC Finland focusing on technology and strategy. Previously her work was related to global and business development, and strategic marketing. Her special work experience comes from global development issues and international relations from the Permanent Mission of Finland to the United Nations, New York during the 67th session of the General Assembly.

Anna R. Gasiorska (Coach) Owner & Founder of Aalto Case Society on LinkedIn, studied & worked in the USA, France, Great Britain, Poland, Czech and Finland. Her MBA and Advanced Management Studies are from Babson Graduate School of Business, MA, USA; École Supérieure de Commerce de Paris, France; Helsinki School of Economics, Finland. She worked in sales, marketing, corporate relations, consulting/turn-arounds, operations. Her work experience is from airline industry, industrial insurance, global rating agency, international infrastructure development & environmental protection, SMEs (startup ownership & mgmt), translations.



L-R: avid Wloczyk, Jacqueline Worf, Lisa Schräger, Lena Himbert (Coach,) Jens Lorscheider



The integration of economics and technical expertise is a trademark of the Faculty of Business Studies and Economics at the University of Kaiserslautern. This is why students come from all over the world to Kaiserslautern to join the Industrial Engineering and Management program. The University of Kaiserslautern is a leading provider of education in this field. It was one of the first five universities in Germany to offer this program, and now has more than 25 years of experience in this area. The Business Studies and Engineering program provides a wide range of options in various subject areas. Interactive workshops, seminars, simulation games, case studies and excursions feature on the timetable, together with more traditional lectures. This not only allows students to achieve an integrated basic understanding of their field and specialist knowledge, but also ensures that students become analytical, problem-solving practitioners.

Jens Lorscheider is currently in the second year of his Master in Industrial Engineering and Management minoring in Mechanical Engineering. He specializes in Marketing and International Management. Jens spent a semester abroad at Wake Forest University focusing on Brand Management and Strategic Management of Technology and Innovation. He gained work experience in the Research and Development Department at Daimler AG in Sindelfingen (Germany). In his free time, he plays saxophone in several bands.

Lisa Schräger is currently in the second year of her Master in Industrial Engineering and Management minoring in Mechanical Engineering. She specializes in the field of Marketing and Strategic Management. Lisa gained work experience as an intern in the Market Research department of the Volkswagen Group of America in Herndon, VA (USA). In her free time, she enjoys participating in the Leo-Club Kaiserslautern, skating as well as other sports and travelling to experience different cultures.

David Wloczyk is currently in the second year of his Master in Industrial Engineering and Management minoring in Mechanical Engineering. He specializes in the field of Marketing and International Economics. David gained work experience as an intern in the Product Management department of the Volkswagen Group China in Beijing (PRC) developing product strategies for Volkswagen and its brands. David now is working in a project for an agricultural machinery maker at the Insti-

tute for Manufacturing Technology and Production Systems. In his free time, he enjoys running marathons and playing the guitar.

Jacqueline Worf is currently in the second year of Master in Industrial Engineering and Management minoring in Mechanical Engineering. She specializes in Marketing and Sustainable Development & Energy Economics. Jacqueline spent a semester abroad at the Universitat Politècnica de Catalunya (ETSEIB) in Barcelona (Spain). She gained work experience as an intern in the International Marketing Department at Adam Opel AG in Rüsselsheim (Germany). In her free time, she is doing artistic cycling and plays the guitar.

Lena Himbert (Coach) teaches at the Management Department of the University of Kaiserslautern in the area of Marketing with a focus on Strategic Decision Making and Market Research. She holds a MBA of the University of Vermont and a Master in Industrial Engineering and Management with a minor in Mechanical Engineering of the University of Kaiserslautern. She is currently enrolled in a PhD Program at the University of Kaiserslautern in the field of Marketing. Lena has gained work experience as an intern in the automotive industry and as a management consultant in the health-care industry.



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L-R: Philipp Bender; Lars Krüger; Katharina Riggers; Hendrik Klier; Lisa Kretzberg; Mariola Thometzki; Dr. Christian Schwens; Dr. Rüdiger Hahn



Founded in 1965, the Heinrich-Heine-Universität Düsseldorf is one of the younger higher education institutions in the German state of North Rhine-Westphalia. Today around 20,000 students study at a modern campus under conditions ideally suited to academic life. The Faculty of Business and Economics is one of the newest and smallest faculties of management and economics in Germany.

Philipp Bender is majoring in Finance and Entrepreneurial Management. He holds a bachelor degree in Business Administration from the University of Saarbrücken. Internships enrich his practical skills in corporate finance. Philipp works as a student part-timer for the M&A advisory SMB-Consultants.

Lisa Kretzberg pursues a double major in Business and Chemistry, focusing on Physical Chemistry, Environmental Management, and Entrepreneurial Management. She gained practical experience in internships in Sustainability Management and New Business Development. Lisa studied Spanish and spent a semester abroad in Alicante, Spain.

Lars Krüger is doing a double major in Business Land Chemistry, specializing in Marketing, Corporate Environmental Management, and Macromolecular Chemistry. During a semester abroad at Griffith University, Australia, he focused on Green Marketing. Through an internship in the area of chemical distribution he gained practical experience in Marketing and Customer-Relationship-Management.

Katharina Riggers is majoring in Investment & Finance, Entrepreneurial Management, and Marketing. Before attending university she finished an apprenticeship at an international bank and afterwards gained further experience as a working student specialized on corporate banking and through an internship in Shanghai, China. Katharina is currently working as a student assistant for the Department of Entrepreneurial Finance.

Mariola Thometzki is a second-year master student. Her majors are Controlling & Auditing, Financing & Investment, and Entrepreneurial Management. She holds a bachelor degree from the University of Applied

Sciences in Aachen. Mariola spent a semester abroad at the University of Technology Sydney (Australia) with a focus on International Management and Quantitative Methods. She is working as a student trainee for PricewaterhouseCoopers.

Christian Schwens (Coaches) is Professor for Management. He received his PhD from the University of Giessen and was visiting scholar at the Carlson School of Management, University of Minnesota. Christian won the Spirit Award while participating in the MBA-ICC 2004 as a member of the Team Paderborn. His research interests include international entrepreneurship, internationalization of small- and medium-sized enterprises, and CEO personality traits.

Rüdiger Hahn (Coaches) was part of the top-ranked Team Düsseldorf in 2005 and has been coaching the following teams ever since. He is now a Professor of Management at the Universität Kassel. Work experience and projects outside academia build his connection to practical business issues.

Hendrik Klier (Coaches) was a member of Team Düsseldorf at the MBA-ICC 2012 and is now a PhD candidate in Management. His research focuses on foreign market entry mode strategies and the internationalization of SMEs. He gained practical experience in the field of Human Resources. Hendrik enjoys reading, watching movies, and doing sports.



L-R Clockwise: Angelique Zimmermann, Sabrina Gerken, Volker Seiler, Katharina Konnemann, Tatyana Nickel, Carina Witte

University of Paderborn – Faculty of Business Administration and Economics

With around 3,500 students, 33 professors and some 170 research and teaching staff, the faculty maintains a broad-based approach to both traditional and modern economic science, with equal emphasis given to business administration, international business studies, business information systems, business and human resource education and economics.

Sabrina Gerken holds a Bachelor's degree in International Business Studies from the University of Paderborn where she is currently enrolled in the master's program with emphasis on Taxation and Accounting. She has gained practical experience during internships and as student trainee at EY (Financial Services). In winter term 2013/2014 she works as a student tutor and represents EY as Campus-Scout.

Katharina Konnemann is a graduate student of International Business Studies focusing on Strategic Management. A semester abroad in Uruguay and an internship in Costa Rica in the tourism industry contributed to her intercultural competence as well as to her professional experience. Furthermore, she completed an internship in the PR department at itelligence AG, a full-service provider for SAP solutions.

Tatyana Nickel obtained her Bachelor's Degree in Economics at the Higher School of Economics in Moscow. She gained professional experience through an Internship in the department of finance at Head-Hunter Group. Since 2011 she is a Master's student in Business Administration focusing on Finance and Accounting at the University of Paderborn.

Carina Witte is about to finish her Master's degree in International Business Studies with a specialization in Marketing and Services Management. A semester abroad in Canada helped her to enlarge her cross-cultural competences. Besides her studies, Carina gained professional experience as a working student in the Services Division at Wincor Nixdorf, a global supplier of IT solutions and services.

Angelique Zimmermann has been studying Business Administration with the focus Finance and

Accounting and is now about to finish her Master's degree. Furthermore, she is working part-time as a bank clerk in the business customer department at the Commerzbank AG where she also finished a work-based training program before she applied at the University of Paderborn. Angelique.

Professor Dr. Bettina Schiller (Academic Advisor) Professor Schiller leads the Centre for Risk Management and the department of Banking and Finance at the University of Paderborn, focusing her research on risk management. Since 2006, Professor Schiller takes the role of Academic Advisor for the Paderborn MBA ICC team.

Dr. Klaus Schüler (Coach) looks back to a long history with the competition, having won the third place with his team in 1997 and serving as a coach of the Paderborn team since 1999. Besides serving as a senior advisor to the financial services industry, Klaus gives back to the community by sharing his extensive knowledge with tomorrow's business leaders in his role as associate professor at the University of Paderborn and at the Cologne University of Applied Sciences.

Dr. Volker Seiler (Coach) currently works as Associate Professor (Akademischer Rat) at the Chair of Macroeconomics at the University of Paderborn, focusing his research on financial economics. After his participation as a team member of the 2006 MBA ICC team he decided to stay with the competition and coaches the team since then.



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Andrea Kampmann studies Business Administration in Münster. She is specialized in Accounting. During her studies she spend half a year as an intern in finance advisory at KPMG. She is working as student assistant at the Finance Center and is teaching classes in Operations Management. In her spare time she likes to play soccer and chess.

Anna Catharina Freund started her studies in Business Administration at the University of Muenster in 2009, where she is now pursuing her master's degree in accounting and marketing. During her studies she participated in a student exchange program in Norway and was an intern at a consulting firm and in a hospital. She is interested in winter sports and travelling.

Felix Daut started studying Business Administration at the University of Muenster in 2009, where he is now pursuing his master's degree in accounting. Before he had finished an apprenticeship in insurance. During his studies he has been working as a student trainee at an insurance company. In his spare time he is interested in sports, cooking, geocaching and playing board games.

Johannes Effenberger started studying Business Administration at the University of Giessen in 2009. Before he worked for three years in a bank. He started his master's degree in 2012 at the University of Muenster. His focus is in management accounting. Besides several internships in Germany he did an exchange program at

Brock University in Canada. He is interested in travelling and sports.

Max Meinhövel started studying Management and Economics at the University of Bochum in 2009 and moved to Münster in 2012. During his Bachelor and Master programs he has been focusing on Management as well as on Accounting. Max was an intern at an audit company in Germany and spent a summer as an intern in the UK. In his spare time, Max likes to play team handball and the piano.

Christian Adolphs (Coach) started studying Business Administration at the University of Muenster in 2007. During his Bachelor and Master programs he focused on Management, Health Care Management and Insurance Economics. Christian was an intern at an insurance company. After graduating in 2012 he joined the team of Prof. Berens (Chair of Management accounting) pursuing his Ph.D.

Christoph Picker (Coach) studied Business Administration in Muenster from 2007 until 2013 with a specialization in Accounting and Finance. Besides several internships within Germany, he interned with BASF in Singapore, participated in student exchange programs in England and India and competed in the John Molson Cup 2013. After graduation Christoph joined the Chair of Management Accounting as a Ph.D. student.



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L-R: James O'Rourke; Peter Lee; Professor Pat Gibbons; Jim Gannon; Shaun O'Keeffe.



UCD Michael Smurfit Graduate Business School is Ireland's leading business school and research centre. We offer a wide range of postgraduate business programmes that equip students to become the business leaders of the future. Our success is down to an unwavering commitment to excellence. We are one of less than 60 schools worldwide to hold triple accreditation from the US, Europe and the UK accrediting bodies.

Shaun O'Keeffe has recently joined Apple's Supply Demand Management team in Cork, Ireland with particular responsibility for Apple Branded Accessories.

Prior to this, Shaun worked as a Civil Engineer with Mott MacDonald where he worked on many prestigious projects, both within Ireland and abroad, ranging from the design of a 5-star hotel to project management of a large scale roads project which will include the largest bridge in Ireland when it is completed. He holds a Bachelor's level qualification from University College Cork, Ireland.

Peter Lee is a Manager of Customer Operations at Maxim Integrated, a manufacturer of analog and mixed-signal semiconductor products. Past experience includes customer and sales operations B2B CRM, including partner level accounts, in both the high tech sector and financial services. Peter specializes in cross-functional and multi-region teamwork, with a successful record of delivery on business process design, change management, and supply chain. Peter academic background includes a BSc in Financial Services and a BA in English Literature. Peter is an avid traveler and explorer, having traversed North America & Australia by road and Eurasia by rail.

Steve Kelly is in the second and final year of the Executive MBA at UCD Smurfit Business School. Steve is the Airbus A320 fleet manager and Captain with Aer Lingus, Ireland's national Airline. He had a background in engineering before joining Aer Lingus many moons ago and is also a mature student graduate of UCD Quinn School of Business. At Aer Lingus he had managerial experience as head of HR for Pilots and Cabin Crew along with departmental responsibility for the Inflight Services department of 1500 Cabin Crew for over two years be-

fore joining the Pilot specific management team. He has balanced his studying and flying skills through these roles along with heavy involvement in Industrial negotiations with Pilots and Cabin Crew as the Airline industry recovered through recent cyclical journeys associated with the global economic turmoil. Steve has experience managing teams of all types including sporting, voluntary & professional.

Jim Gannon—A consultant in the energy industry, Jim has delivered a range of infrastructure, due diligence and policy projects for public and private sector clients, including the European Commission. An excellent communicator, Jim has been invited to moderate sessions on behalf of the International Energy Agency and the Sustainable Energy Authority of Ireland inter alia. He serves on the Dublin City Council Strategic Policy Committee, is a Director of the Irish Green Building Council and is a passionate promoter of social entrepreneurship. He has a strong track record in business leadership and the development of high performance teams.

Professor Patrick Gibbons (Coach) was appointed Jefferson Smurfit Professor of Strategic Management in 2003. He graduated with a PHD in Strategic Planning and Policy from the University of Pittsburgh. Prior educational qualifications at Bachelors and Masters levels were gained at UCD. Before entering academia, he worked in a number of roles with KPMG, Jefferson Smurfit Group, the Investment Bank of Ireland and An Post (The Irish Post Office). He also held the position of Vice President of Staff and Administrative Systems at UCD. His previous academic positions were held at the University of Pittsburgh, Nanyang University, Singapore and the Pennsylvania State University.



L-R Clockwise: Prof. David M. Brock, Amos Efrony, Meital Magid, Tamir Richker, Ayelet Shachar-Epstein, Mor Rahimi, Yoel Fink.

Amos Efrony is a recent graduate of the BGU HMBA program. For the past 11 years Amos has served in the Israeli Air Force, currently positioned as the Knowledge Management Officer of the Israeli Air-Force. In the future, Amos aspires to pursue a career in international project management, particularly in the field of renewable energy and agricultural technologic solutions.

Yoel Fink has B.F.A in Fine Arts (photography) from Bezalel Academy of Art and Design, and is a recent graduate of the BGU Honors MBA program. Yoel's career began in the Israeli Air Force where he served as a Major. In the past 5 years, Yoel gained managerial experience as a team leader and project manager in the hi-tech industry, founded an art gallery in Jerusalem, and is pursuing a career in operations management and international development.

Mor Rahimi is a recent graduate of the BGU Honors MBA program. She received her B.A. in Political Science and Business Management, also from BGU where she graduated with honors. She worked in a non-profit organization that provided individuals with knowledge and assistance in the field of domestic financial management, and is currently pursuing a career in public relations and international marketing and communication.

Tamir Richker is a recent graduate of the BGU Honors MBA program. He holds a bachelor's degree in Economics, also from Ben-Gurion University. During his graduate studies, Tamir worked in film and TV production as a Production Manager. Tamir currently works for ICL (Israel Chemicals LTD) as an economist in the project development department.

Ayelet Shachar-Epstein is a recent graduate of the BGU Honors MBA program. Ayelet has a B.A. in Communication and Management from the Tel-Aviv College of Management. In the past 12 years, Ayelet has built her career as a sales and marketing manager

and as a CMO in the industrial sector, accumulating experience negotiating with large multi-national customers. Currently, Ayelet serves on the Board of Directors of two public companies with broad global activities.

Dr. David M. Brock (coach) is an associate professor of Strategy and International Management at the Guilford Glazer Faculty of Business and Management, BGU; and is an International Research Fellow at Saïd Business School, University of Oxford. Prior to moving to Israel in 2002, David lived in Auckland, New Zealand, working at the University of Auckland Business School; and before that he studied and taught at North Carolina State University. He is founding Editor-in-Chief of Journal of Professions and Organization (Oxford University Press) and currently serves on the editorial boards of the Journal of Management Studies, Journal of International Management, and the International Journal of Emerging Markets.

Meital Magid (assistant coach) is a private consultant, who works with start-ups and small & medium businesses, focusing on Business development, Strategy and Marketing. Meital worked as an associate for the leading Israeli Strategic firm TASC. Consulting and developing business strategies for the top management of the key players in the Israeli Market and abroad. Later on, Meital joined Bank Ha'poalim top management as a retail strategy project manager, responsible for developing retail banking solutions, and carry them out to a full implementation. Meital also graduated the Honors MBA program 3 years ago, and she also holds a B.A. in Management and Economics from Ben-Gurion University.



L-R: Tom Bouma, Martijn de Ruijter, Maud Best, Ruud Schreijer



Founded in 1946, is the only private university in the Netherlands. It builds on the motto 'for and by business'. Situated on a 13th century estate, Nyenrode has a unique atmosphere to work and study. Nyenrode is the only private university in the Netherlands. In 1946, captains of industry from leading Dutch corporations as KLM, Shell, Unilever, Philips and Akzo, took the initiative to start an institute where an action-inclined, internationally focused generation of new business leaders would be educated. Main goal was to rebuild the economic position of the Netherlands and Dutch enterprises after WWII. The Nijenrode estate is dominated by the thirteenth-century castle estate. Situated in a park-like estate and surrounded by a moat, the castle is a true eye-catcher. The Nijenrode estate is known for its beautiful landscape architecture.

Tom Bouma—After rounding of both pre-university degree and a BBA in International Hospitality Management, Tom Bouma is currently enjoying his MSc in Management Program at the Nyenrode Business University. After his current pre-master, he hopes to continue within the Financial Masters track of Nyenrode Business University. Apart from his studies, Tom has great interest in wines, coffee and politics. Practical experiences have been obtained within the areas of Hospitality, Casino Industries, Revenue Management and Financial Consolidation. Apart from that, he has been treasurer in the board of his prior student association, Dionysus.

Martijn de Ruijter completed a BBA in International Business and Management at the University of Groningen, which included a semester in South Korea. After this, Martijn continued his studies at the University of Groningen in the Marketing Management Master's Degree. In addition, he joined the Honours programme, and completed his studies last year (Cum Laude). After being awarded a scholarship, he is now enrolled in the Master's in Management programme of Nyenrode Business University, with a specialization in Financial Management.

Ruud Schreijer graduated with a bachelor's degree in Business Administration, with a major in Finance and Control. During his studies he obtained international experience through an exchange program in Sweden, an internship in Vietnam and a study trip to Russia. Current-

ly he is following a MSc in Management Program at the Nyenrode Business University, and in January he will start with a specialization in Financial Management.

Maud Best grew up in Schiedam and did her bachelor in International Business at the University of Maastricht. Here she participated in the Honours program and the case competition team. Currently she is doing her Master in Management with a specialization in Finance at the Nyenrode Business University.

Abdellatif Bouhid (Coach, LL.B., LL.M., MBA) has obtained his LL.B. in civil law from the Université du Québec à Montréal, his LL.M. in international criminal law from the Università degli studi di Teramo and his international business MBA from Nyenrode Business Universiteit. His active professional career spans two decades within international airlines RAM, TWA, BCal and Saudia in various countries and positions from line to management, and another two decades in legal practice both solo and in international organizations UNCC, ICTR and the Special Tribunal for Lebanon.



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L-R: Isabel Lencastre, César Lima, Renata Blanc (Coach), Carlos Gonçalves, Khilola Khodjaeva



Isabel Lencastre—Age: 33, Nationality: Portuguese, Background: Law; Before starting the MBA Isabel worked as a product manager at a Portuguese company specialized in the Fashion Retail Market. She was responsible for several brands, such as Benetton 012 and Levi's. Previously, she worked as a jewelry buyer for Parfois, the biggest women accessories brand in Portugal. She began her career as a lawyer but only practiced law for a short period. Management is the field where she wants to continue in and improve.

César Lima—Age: 37, Nationality: Portuguese, Background: Agriculture; César started his professional life working in a Portuguese wine producer company. After 6 years he decided to pursue an international career. He then enrolled in a Portuguese Multinational company and worked in Romania and Brazil. After taking the decision of returning to Portugal, he decided to upgrade his skills and knowledge in management. Presently, he is a full-time MBA student with future perspectives of creating his own business

Carlos Gonçalves—Age: 26, Nationality: Portuguese, Background: Economics; Graduated in Economics, Carlos started his professional career as a marketer at L'Oreal for the Professional Products Department and then moved to KPMG where he worked as an auditor for 4 years. At KPMG, he had the opportunity to work in Angola, Spain and Portugal. At this moment, he is a Full-time MBA Student focused on taking full advantage of an MBA and on getting inspired by events like the John Molson MBA International Case Competition.

Khilola Khodjaeva—Nationality: Uzbekistan, Background: Law; Before relocating to Portugal for her MBA, Khilola was the Head of Legal in the subsidiary of Korea Development Bank in Uzbekistan. Her previous

experience includes various legal and business development roles for local and international banks, and even for the Chinese telecom company ZTE Corporation in Uzbekistan. She is a graduate from the Tashkent State Institute of Law. In addition to her native Uzbek, Khilola speaks fluent Russian, English and is deeply committed to learning Portuguese in the beautiful city of Porto.

Renata Blanc (Coach)—Nationality: Portuguese, Background: Economics; Renata started her professional career at Arthur Andersen, where she worked as an auditor and consultant for about 4 years. After doing her MBA at Porto Business School, she was invited to teach in Undergrad, MBA and Executive programs. Since then she has been combining her academic career with management consulting. For the last six she has been the person in charge of preparing University of Porto teams for International Business Case Competitions.



Nanyang Business School

L-R: Li Qin Lim, Matthias Baumann, Akshay Regulagedda, Esther Girault

Consistently ranked among the world's premier business schools, Nanyang Business School (NBS) has been nurturing leaders for business and public service, advancing global management knowledge and practice for over 50 years. Our curriculum melds rigorous academic theory with real-world business practice, while our faculty leads global thought and research in several fields of business and finance.

Lim Li Qin from Singapore is currently pursuing a Masters in Business Administration at the Nanyang Business School, Singapore. At the same time, Li Qin is also employed with the Singapore Government, and has had six years of experience working in the corporate communications department under the Ministry of National Development. As part of her work, Li Qin focused mainly on educating members of the public about Singapore's housing policies, and she was closely involved in media management and marketing. Li Qin graduated with a Bachelor of Communication Studies, with a major in journalism and publishing, at the Nanyang Technological University in 2007.

Matthias Baumann is studying Strategy and International Management (SIM) at the University of St.Gallen in Switzerland and simultaneously pursues the double degree program with the Nanyang Business School in Singapore. He is a member of the German National Academic Foundation and completed his Bachelor in Business and Economics in Germany. Before beginning his graduate studies, Matthias has been working in corporate finance and consulting and thereby gained a deep insight into the financial evaluation of projects and companies. In his free time he works as a co-founder for a social project in South Africa and enjoys playing soccer with his fellow students.

Akshay Regulagedda Previously a technology consultant, Akshay has worked with large enterprises in multiple Asian countries spread across a wide range of industries. He is currently pursuing a full-time MBA at Nanyang Business School with a focus on strategy and innovation. He spent his in childhood in India where he developed a passion for cricket, languages and quizzing. In his spare time, Akshay likes to explore histor-

ic urban districts and work at pet projects in music, writing and art that mix technology with Asian inspirations.

Esther Girault is currently pursuing a full-time MBA specialized on Strategy and Innovation at the Nanyang Business School as part of the double degree program with the University of St. Gallen's Master in Strategy and International Management (SIM). After completing a Bachelor in Business Administration in Montréal, she moved to Germany to work in management consulting, focusing on Blue Ocean Strategy projects for major companies in the consumer goods, banking, automotive and pharmaceutical industries. In her free time she enjoys going to the cinema, reading, attending art exhibitions and discovering good restaurants with friends.

Gaurav Goel from India (Coach) is MBA graduate from Nanyang Business School and is currently working as Strategy Consultant with Accenture Singapore. Last year Gaurav was part of Nanyang Business School's John Molson Team that was divisional leader and semi-finalist. Overall he has 8 years of management consulting experience with core competencies ranging from devising strategy for post M&A integration, sustainability and growth to managing large transformation projects. He successfully led and managed C-level expectations for Fortune 500 organizations spanning across 10 industry domains in 12 countries.



L-R: Amrit Dureja, Vu Thuy Linh, Gayathri Shankaranarayanan and Pooja Rasailee.



Vu Thuy Linh (Jenny) is currently both working full time at Hewlett Packard (HP) and studying for the part time MBA at the National University of Singapore. During her past 7 years working for HP, Jenny was a financial analyst in Service Enterprise department of HP when she was in charge of financial analysis and reporting on performances of business that HP is providing financial services for. As a Vietnamese native and Singapore Permanent Resident, Jenny is conversable in English, Vietnamese, French, Japanese and Mandarin. Her hobbies include studying foreign languages, investment study, travelling, food, music, yoga, jogging and Bollywood dance.

Pooja Rasailee is currently a full time MBA student at the National University of Singapore. A statistician with a passion for people, places and languages best describes her. Before joining the MBA program at NUS, she worked for four years – first with Aon Hewitt and then with Towers Watson in the areas of Compensation and Benefits consulting. She is also passionate about community service and have volunteered with non-profit organisations working in the areas of Right to Information and Right to Education. At NUS, she is involved with the Women on Business Club and the Career Services & Corporate Outreach Program as their executive committee member. She is a people's person who loves exploring new places and learning new languages.

Gayathri Shankaranarayanan is pursuing a Double Degree MBA with HEC Paris and National University of Singapore. Having worked for 5 years in the Oil & Gas Industry, she has transitioned from the role of a Control and Automation Engineer to a Project Lead, managing teams across continents and offshore oil platforms. She has had extensive experience in providing solutions to high profile oil players like Shell, Exxonmobil, Statoil & Conoco Philips and has had the cultural experience of working for Japanese and Norwegian firms, working with both indigenous and multi-national teams. Gayathri uses her free time to pursue her musical hob-

bies of playing the violin and mridangam, the Indian classical way. A lover of languages, she can speak over four different Indian languages besides fluent German and French. An ardent reader, Gayathri enjoys spending the rest of her time reading whatever she can lay her hands on, cooking delicious food and jogging to get a breath of fresh air.

Amrit Dureja is a full time MBA student at the National University of Singapore. His curiosity for studying business and people brought him to Singapore for a true Asian experience. He graduated in Electrical engineering and worked for Marsh in the liability insurance team handling Piracy and Kidnap for ransom risks, and then joined Citibank to manage key banking client relations varying from Private Equity funds to garment exporters. His long term goal is to make a meaningful contribution towards the financial services sector in Asia and the NUS MBA provides the best platform to learn from the leaders in Asia towards building a strong and sustainable business environment. He enjoys backpacking in his home country (India) and usually heads out without a planned destination. He is an avid learner of Krav Maga (close combat) for the past two and a half years.



BEST OF LUCK

TO THE 2014 PARTICIPANTS

Cloud Horizon is a proud sponsor of the 2014 John Molson MBA International Case Competition.

We would also like to thank the organizers for their great work and dedication.



L-R: Ryan Norrie, Nicholas Pilz, Henning Cosman, Kerry Littlewood, Mariam Cassim (alternate), Johannes Schüler (coach)

Home to the only full-time African MBA ranked in the prestigious Financial Times top 100, the UCT Graduate School of Business is among the best in the world. The GSB is committed to making business better. Our “Full-Colour Thinking” approach challenges taken-for-granted assumptions and practices and encourages students to do the same. With our roots in Africa, our focus is on emerging market business and our teaching and research is geared towards driving development through academic rigour, societal relevance, innovative teaching and dynamic leadership.

Henning Cosman holds a degree in Business & Engineering (University of Cologne, Germany) and has also passed CFA level 1. The German-born kick-started his post-graduate career with several years in London’s Banking sector before moving to Cape Town for further education. During his MBA, Henning’s focus has been on the Finance/Consulting and Entrepreneurship streams. Henning will complete the MBA with an exchange to ESADE Barcelona and has started to explore options to diversify his experience thereafter. He is looking forward to the JMICC to network and compete on this top international level.

Ryan Norrie is a veterinary surgeon who has consulted to veterinary practices and has also been a practice owner. He is passionate about finding the reasons why some businesses thrive while others fail and using that knowledge to build great companies. The MBA has been an amazing experience and the Montreal case competition is a fantastic way to ground the learnings, while seeing more of the world and meeting fun, like-minded people.

Nicholas Pilz a qualified civil engineer, has been working in the renewable energy field for a number of years. The MBA has provided Nicholas with an opportunity to improve his business acumen and broaden his network. He is looking forward to developing creative solutions to challenging problems and forging lasting friendships during the competition.

Kerry Littlewood—In the role of Head of Digital for New Media Publishing, Kerry is responsible for driving change and innovation in the digital publishing space. Previous experience in sales & marketing, technology and business intelligence come together in the dynamic field of digital. Currently enrolled in the MBA Modular 2013/14 Programme, Kerry looks to the ICC as an opportunity for further growth and engagement with fellow business graduates.

Mariam Cassim (Alternate) is a qualified Chartered Accountant and has gained vast experience in corporate finance during her career at KPMG, Eskom and Sanlam Capital Markets. Her role as Group Synergy Executive at Thebe Investment Corporation is to unlock synergy and internal business opportunities between all 35 investee companies of the Thebe Group. Thebe positions itself as a value adding shareholder to its investee companies and the role of synergy is one way in which it delivers on this promise. Mariam is looking forward to the JMICC challenge and to actively participate in the competition in 2014 or 2015.

Johannes Schüler (Coach)—German-born Johannes moved to South Africa in 2002 and has since been actively involved in starting three entrepreneurial companies operating across various sectors. His degree in Management & Engineering (Karlsruhe, Germany), the MBA at UCT and Columbia business school and several years of consulting to automotive and tech oriented corporates such as BMW, Porsche, Pirelli, AMD refined his focus on Operations Management, Strategy and Entrepreneurship.



L-R: Mats Urde (coach), Alexander Lindgren, Elin Melin Lundstroem, Sara Larsson, Oskar Bill

Lund University, founded in 1666, is one of the largest, oldest and broadest universities in Scandinavia consistently ranked among the world's top 100 universities. Lund University has an excellent academic reputation with a large number of visiting professors and international students. Lund University School of Economics and Management is an EQUIS accredited member of EFMD since 2001. In addition, Lund University is a member of the prestigious research-intensive university networks Universitas 21 and the League of European Research Universities (LERU).

Elin Melin Lundstroem (Captain)—I am studying Technology Management, a cross-disciplinary master's programme combining engineering and business. I am the project manager for Case Academy, an educational program teaching master students about case solving and preparing them for case competitions. Going to Canada to compete in John Molson 2014 is going to be a really fun challenge – I look forward to solving interesting cases and also to hang out with the other teams.

Sara Larsson—My name is Sara Larsson I am 25 years old and currently studying International Marketing and Strategic Brand Management. I participate in Case Academy, an educational program arranged by our student union, there I have learned a great deal about different types of cases and how you can go about solving them. I very much look forward to meeting people from all over the world coming to Molson Case competition and I expect to learn a lot from my fellow participants.

Oskar Bill—I am 25 years old and I am currently studying my master in Technology Management, actually in the same class as two of my teammates. I have done some case solving before with the highlight being a 3rd place in the Deloitte ISBF in Bangkok last year. My expectations on the John Molson case competition are high! I hope both my team and I will do well and that we we'll learn from all of the other talented participants. I have also never been to Canada so I hope to also get the chance to see what Canada as a country, and Montreal as a city has to offer!

Alexander Lindgren—My name is Alexander Lindgren; I'm 23 years old and am currently pursuing my master studies in Technology Management. My previous academic experience extends from a bachelor's degree in Strategic Management from Lund University and two semesters abroad, one at National University of Singapore and one at San Diego State University. I have a case-background from both practicing for case-interviews as from participating in group-based case challenges. Further on, I'm excited to compete against students from the best universities, and to experience the Canadian culture, which I've only heard great things about.

Mats Urde (Coach)—I am a researcher, teacher and consultant in brand strategy. As a consultant I have a long track record of practical experience with Volvo, Electrolux, ABB and the Royal Swedish Symphony Orchestra among others. As associate professor, I head of the Lund Brand Management Group (small team with a big name), which aims to develop useful tools and theoretical frameworks for application to the practice of brand management. In my research, I have introduced the concept of Brand Orientation and focus on Corporate Brand Identity, Brand Core, Brand Heritage, Brand Policy and Brand Rhetoric.



L-R: James Wright, Weihua Peng, Jyoti Sharma, Adele El Helou, Tan Kiran



Was founded in 1910, and with its eight campus system, is the second largest university in Ohio. The College of Business Administration offers undergraduate, masters, and doctoral degrees, and has been AACSB Accredited since 1964. Our graduate degrees include Full-time and Part-time MBA, Executive MBA, Executive Healthcare MBA, MS in Accounting, MA in Economics, and PhD in Business Administration .

Adele El Helou is a second year MBA student pursuing a dual concentration in Marketing and Fashion Merchandising. Her background is in Fashion and Graphic Design; fields in which she has worked alongside teaching University courses. Her international background has broadened her knowledge of different cultural and global issues. She is currently working on a start-up in the US and her future goals are to enter academia, specifically teaching Consumer Behavior.

Tan Kiran received his business administration degree in marketing from Yeditepe University, Istanbul in three years. Before earning this degree, Tan worked in the IT field for three years and during his undergrad studies worked as a supply chain intern at Renault Turkey. Tan is currently pursuing his MBA with a dual concentration in Finance and International Business and working as a graduate assistant in the Exploring Business class. He hopes to work as a financial analyst in an international company.

Weihua Peng is currently enrolled in the full time MBA program at Ken State University and works as a graduate assistant while pursuing her degree with a concentration in International Business. She received her undergraduate degree in International Politics in China. Prior to pursuing her MBA, she served as vice general manager at an international trade corporation for ten years, where she was responsible for new product development and international marketing. She also taught international trade at Sichuan Business College.

James Wright obtained his undergraduate degree in Accounting at Frostburg State University. Currently he is pursuing an MBA with a finance concentration at Kent State University. His background is in non-profit accounting and grant evaluation. When he graduates, James plans to sit for the CPA exam and work at an accounting firm.

Jyoti Sharma (alternate) has developed her marketing expertise with 8 years of experience in sales and marketing from multiple Indian business giants like IndiaMart.com. She kindled several marketing initiatives and has aided in people management for her past companies. She perused her undergraduate from Delhi university majoring in Commerce and Accounting. After obtaining her MBA from Kent State she wants to work with a global marketing firm designing marketing strategies for its international business clients.

Bob Coleman (coach) is currently an adjunct professor at Kent State University teaching undergraduate and MBA business courses. He spent the previous 35 years in a variety of management positions with publicly traded multinational corporations including senior general management roles at Avery Dennison and Omnova Solutions. Bob's international experience includes living four years in the Netherlands and traveling extensively in Asia. Bob received his BS and MBA degrees from Miami University in Ohio.



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L-R Clockwise: Daniel Scott Cohen, Matthew Lynall, Ayush Goel, Teresa Taylor Sekine, Bharat Varshney, Monica Ravi, Tiffany Yoko Wendler



Bharat Varshney (Team Captain) is a second year MBA student, majoring in Operations & Business Analytics. After learning product development practices with six-sigma green belt in General Electric (GE), he worked as the Vice President of a startup, Boond Engineering, in India, where he developed distribution strategies for renewable energy products. His work enhanced the livelihoods of 40,000 poor people and for this leadership role he was given International Youth Changemakers Award from Ashoka Mexico.

Tiffany Yoko Wendler is originally from Germany, where she studied International Business at ESB Business School. She is currently pursuing MSIA degree at Purdue, and is a recipient of the prestigious Fulbright Scholarship. She has a varying degree of Marketing and Strategic experience with international companies in the Automotive and Consumer goods industries. She can speak five languages including German, English, Italian, Spanish, and Mandarin. She enjoys traveling and hopes to leverage her business expertise and cultural experience in a career in Marketing Strategy.

Daniel Scott Cohen—In his first year pursuing an MBA, Dan's concentrations are strategy and marketing with further interests in international business and consulting. After graduating from Purdue with a B.A. in history and communication, Dan worked for three years in sales and marketing in the Chicago market. He has additional experience consulting projects in human resources, marketing, and corporate communications. Dan attributes this broad background to his ability to connect people to the big picture while carefully analyzing the details.

Monica Ravi is a second year MBA student concentrating in Operations management. She has Bachelor's in computer science engineering from BITS, Dubai. She worked as a program coordinator in a startup supervising their operations and logistics. She then worked in the manufacturing department of Infosys

Limited delivering IT solutions to improve operational efficiency of Boeing's new aircraft. She was successful in improving the efficiency of operations at Amazon.com's fulfillment center during her internship last summer.

Ayush Goel (Alternate) is a first year MBA student at Purdue with a focus on Operations & Strategy. He holds bachelor degree in Mechanical Engineering from India. Prior coming to Purdue, Ayush spent three years working with Oracle Corporation as a Business Associate where he gained immense experience in Retail, High-Tech and Healthcare Management Industries. He is also the Co-Founder of www.PatientAndMe.com, a startup providing free virtual healthcare web portal for low-income families. After MBA he wants to work in management consulting and promote his startup in India.

Professor Teresa Taylor Sekine (Coach, Ph.D.) is a Clinical Associate Professor at Krannert School of Management; additionally, she is Area Head for Managerial Communication. Dr. Sekine taught English and Political Science for over five years in Japan. She also taught classes for UNESCO, as well as consulted for several major companies. Dr. Sekine values and stresses cross-cultural communication and the global business environment in her classroom. She has received Krannert's MBA Core Distinguished Teaching award many times.

Professor Matthew Lynall (Coach) is the Director of Experiential Learning and Management Consulting at Krannert. He has been continuously recognized as a distinguished teacher in the Master's program and was selected as a favorite professor in the Wall Street Journal top 25 executive MBA programs in 2008. Before returning to academia, he was a Partner and Senior Vice President at a big 5 management consulting firm.



R-L: Susan Myrden, Yang Song, Shane O'Brien, Jason Harkins, Jing "Jacky" Deng, Derek Bowen

Susan Myrden (Assistant Coach) a native of St. John's, Newfoundland, Canada, completed her B.Comm. (Co-op) at Memorial University of Newfoundland and her MBA degree from the University of North Carolina at Greensboro and her PhD from Saint Mary's University in Halifax, Nova Scotia. She currently teaches introductory courses in marketing as well as advanced courses in International and Services Marketing. Her research interests are in the area of services marketing and more specifically her work is focused on the relationship between employee engagement and service quality as well as in the area service recovery.

Derek Bowen is a second-year MBA student at the University of Maine Business School with a concentration in Management. He earned a BS in Mass Communication and Business Management from the University of Maine. He recently finished an internship with the International Entrepreneurship Center in Newton, MA, where he helped develop a marketing and sales strategy for a Brazilian firm. He currently works as a Graduate Assistant and Student Ambassador at the Maine Business School.

Yang Song from Shanghai China, is a first year MBA student at University of Maine. Yang received her Bachelor of Shipping Management at Shanghai Maritime University and a Masters in Information Systems and Operations Management at University of Florida. Her bi-cultural background and focus on community collaboration has led her to a number of volunteer and internship opportunities.

Shane O'Brien is a first year MBA student with concentration in Accounting at the University of Maine in the Maine Business School. He earned a BS in Accounting from the University of Maine. He is currently the President of the Institute of Managerial Accountants on campus as well as the Graduate Community Coordinator and the full time Graduate Assistant for the Maine Business School.

Jing "Jacky" Deng earned his B.S. in Biochemistry and now pursuing his MBA degree at the University of Maine. His future goal is to be a physician and a hospital administrator. Having this goal in mind had led Jacky to be an EMT-Basic, highly involved in student organizations, and engaged in volunteer for his community.

Heather Omand (Alternate) is an MBA student at the University of Maine in the Business and Sustainability concentration. She received her BA in Anthropology from the University of Maine as well. Her focus is on sustainable food systems in Maine and she partners with both farmers and consumers to work towards a more resilient, community-based model.

Jason Harkins (Coach) is an assistant professor of management at the University of Maine in the Maine Business School. He earned an MBA from the University of Missouri and a BS in Management from Truman State University. He primarily teaches Strategic Management and Entrepreneurship classes and is actively engaged in consulting with small businesses to develop growth strategies and improve performance.



L-R: Timothy Byrne, Katie Williams, Sam BeVier, Ian Williamson, and coach Stephen Glomb



Established in 1919 and based in Minneapolis, the Carlson School of Management at the University of Minnesota is a recognized leader in business education and research. Its focus on experiential learning, international education, and maintaining strong ties with one of the world's most vital business communities exemplify the school's commitment to excellence. The Carlson School offers seven nationally ranked programs at the undergraduate, graduate, and Ph.D. level.

Sam BeVier is a first year full time MBA candidate at the University of Minnesota: Carlson School of Management. With an undergraduate degree in computer science, financial management, and economics from the University of Minnesota: Morris, he was setting himself up for a management career in the tech field. Before moving on to pursue an MBA, Sam worked an IT network technician, a computer programmer, and most recently as a quality assurance manager for the 2010 decennial census in Minneapolis. After graduate school he hopes to pursue a career in technology consulting and general management. In his free time, Sam enjoys playing online games, walking his two dogs, and making a yearly trip to hit the slopes on a mountain to which he's never been.

Ian Williamson is a former U.S. Navy pilot currently in his first year at the University of Minnesota's Carlson School of Management pursuing the full-time MBA with an emphasis on finance. Prior to becoming a naval officer, he grew up in Minneapolis, MN and received his undergraduate degree from the University of Wisconsin-Madison majoring in Mathematics. Ian has lived in Germany, Spain, Canada, and all over the U.S. Post-MBA, he plans to pursue a career in corporate finance.

Katherine Williams is a first year MBA student concentrating in finance at the University of Minnesota's Carlson School of Management. She is pursuing a career in management consulting. Katherine graduated from Harvard University with a bachelor's degree in Economics and a minor Health Policy. After college, Katherine moved to Minnesota and taught K-12 math at a school focused on equity in education. Ready for a career that allows her to be more innovative and think

critically, Katherine left teaching to begin her MBA. Outside of school Katherine is beginning training for her first marathon and is learning to snowboard this winter.

Timothy Byrne is a first year MBA student concentrating in finance at the Carlson School of Management. He graduated from Duke University in 2007 with a Bachelor of Science in Economics and a minor in History. Before returning to school to pursue his MBA, Tim spent five years working with J.P. Morgan's Private Banking group in both Chicago and Minneapolis. Upon graduation, Tim will pursue a career in asset management or corporate finance.

Stephen Glomb (Coach) is an Associate Director and Career Coach in the Graduate Business Career Center at the Carlson School of Management. He completed his undergraduate degree in Psychology at Northwestern University, and completed his Master of Arts and Doctoral degrees in Counseling Psychology from the University of Illinois at Urbana-Champaign. Before coming to Carlson, Stephen worked as a Talent Assessment Consultant for Target Corporation, where he designed and implemented talent assessment strategies for the organization, while helping leadership identify, develop, and retain the best employees.



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R-L: Alexandru Aleman, Wen Guan, Jason Rodrigues, Joshua Rabinovitz



The University of Notre Dame is a private, national Catholic university located in Notre Dame, Indiana. It was founded in 1842 by Father Edward Sorin, a priest of the Congregation of Holy Cross. The university today is organized into five colleges and one professional school, and its graduate program awards 32 master's and 25 doctoral degrees. Over 80% of the university's 8,000 undergraduates live on campus in one of 29 residence halls, each of which fields teams for more than a dozen intramural sports, and the university counts approximately 120,000 alumni. The Mendoza College of Business was founded in 1921 and is home to more than 2400 students who are engaged in undergraduate, graduate and executive studies. The undergraduate program has been ranked no.1 in the US for several years as the top business program in the US. The Mendoza College of Business MBA program has been ranked #20 in the U.S. and #1 graduate business school for ethics by Bloomberg Business Week, and #4 for social and environmental stewardship by the Aspen Institute.

Alexandru Aleman is a second year MBA at the University of Notre Dame with four years experience in telecom, followed by four years as a training consultant focused on leadership development and sales effectiveness. He interned in Amazon in Seattle over the summer and is looking at a career with McKinsey in Pittsburgh, PA. He enjoys cooking and playing guitar, and is an avid traveller and mountain hiker.

Joshua Rabinovitz is a first year MBA student at the University of Notre Dame with a Corporate Finance concentration. Prior to Mendoza, Joshua spent 3 years in the Southern California real estate industry focusing on residential real estate sales, property management, and real estate investing. On the weekends you can find him jogging around the Notre Dame stadium or enjoying a hot yoga class.

Jason Rodrigues has extensive knowledge in the IT and Telecom industry with over 5 years' experience in IT consulting and marketing. He has a global experience spanning India, Oman, and UK in managing multicultural teams.

Wen Guan is a second year MBA student at the University of Notre Dame with Consulting con-

centration. She had five years of progressive roles in Human Resources at Best Buy Asia Pacific in Shanghai China before MBA, and two months MBA internship as an Internal Consultant in Japan. Wen graduated from East China Normal University with a bachelor degree in Tourism Management. She enjoys spending her spare time in reading, travelling, dancing, and playing various sports.

Jeffrey Bernel - Coach is currently the Director of the Gigot Center for Entrepreneurship and a concurrent instructor at the University of Notre Dame's Mendoza College of Business. He is the former owner and CEO of a manufacturer and fabricator of component parts for international and domestic automotive markets. Bernel was a founding investor and chairman of a high-tech device startup and is the owner of Bernel Investment Management, LLC, an industrial real estate and private equity investment business. He is a Vietnam era veteran of the U.S. Navy submarine service. Bernel has an MBA from the University of Notre Dame, Class of 1994.



PEPPERDINE UNIVERSITY
Graziadio School of Business and Management

L-R: Irena Kojouharova, Tammy K. Billings, Candy Fan, and Ravi Gupta

The Graziadio School of Business and Management at Pepperdine University enjoys a national and international reputation as one of the leading business schools in the world. It is recognized as one of the largest graduate business schools in Southern California and boasts the largest MBA alumni network on the West Coast. The school's mission in part is to "develop values-centered leaders and advance responsible business practice through education that is entrepreneurial in spirit, ethical in focus, and global in orientation."

Tammy K. Billings is a first-year MBA student at the Graziadio School of Business and Management at Pepperdine University. Before enrolling at Pepperdine, Tammy held several prominent marketing positions across multiple industries (entertainment, hospitality, retail, and financial). She is currently pursuing an Entrepreneurship concentration while launching The Event Marketplace, the digital marketplace where brands and events connect for cash sponsorships and product donations. Upon graduation, Tammy will continue working as marketing strategist while building her business.

Xiaojing (Candy) Fan is currently a first year 20-month MBA student at Pepperdine's Graziadio School. She was born and raised in China till her teens. Xiaojing has an undergraduate degree from USC Marshall School of Business and had professional experience in International trading, product development and service launching. She is entrepreneurial, active and fun-seeking. Her favorite habit is online-shopping.

Ravi Gupta is in his first year of the 20-month MBA program at Pepperdine's Graziadio School. His current concentrations are Dispute Resolution as well as Leadership & Managing Organizational Change. Ravi holds a B.S. degree in Biology from Xavier University and has previous professional experience in the areas of finance and petroleum.

Irena Kojouharova is a second year MBA student at Pepperdine's Graziadio School. Most recently Irena was a Brand Manager for Moroccanoil launching their body line within retail and spa channels. She has developed and implemented marketing and promotional programs for multiple cosmetics brands and built the U.S. business for Ultraceuticals. Previously Irena was a Marketing Manager at PricewaterhouseCoopers (PwC)

and Merrill Lynch in New York and Los Angeles. She has served on venture capital and professional industry organizations committees and was President and Speaker Chair of the Board of Beauty Industry West.

Kyle Murphy (coach) is a practitioner faculty of strategy and entrepreneurship at Pepperdine University Graziadio School of Business and Management. His research areas include behavioral economics, branding and strategy. As a practitioner, Kyle has over 20 years of management experience including multiple successful CEO appointments in marketing and technology companies. His brand experience includes Virgin, Apple, Adobe, Patagonia and Harvard University. Over the 10 years, Kyle has focused on technology based entrepreneurial ventures. He received his MBA from Pepperdine University and is currently completing his doctoral research at Manchester Business School at the University of Manchester in the UK.

Dr. Andrea D. Scott (coach) is a marketing professor at Pepperdine's Graziadio School. Her teaching areas are Marketing Management, Consumer Behavior, and Case Competition. Her publications investigate the challenges faced at the intersection of conscience, culture, and marketing. She was in account management with DDB and BBDO, worked with NBC and Honeywell, Inc, and owns The Write Touch (marketing consulting). She is most recently affiliated with Springs of Hope Kenya, serving AIDS orphans and widows and also homeless children and street boys.



L-R: Kaushik Sampath, Fabio Saccà, Tamera Szijarto, Ridge Foster, Prof. Greg Coticchia (coach)



The Joseph M. Katz Graduate School of Business and College of Business Administration gives students the business agility to compete in the global economy. Led by our collaborative faculty, we emphasize experience-based learning, international immersion, and team-based projects. Our location in Pittsburgh, PA. gives students abundant opportunities for internships, consulting projects, case competitions, and cultural activities. We have a network of 26,000 alumni in more than 90 countries, all graduates of a program ranked among the world's best by independent publications and continuously accredited by AACSB International.

Ridge Foster is pursuing a dual degree MBA/MS-MIS. Prior to Katz he worked as an IT analyst for Crossett Inc. where he built online forms, developed the company intranet, thus increasing company efficiency. He also served as Lead Tutor for over 150 students at the University of Pittsburgh, coordinating tutors team and earning a CRLA Level 3 Certification. Ridge has a degree in Computer Information Systems and Technology.

Benjamin Moreno is majoring in Operations and Strategy. After completion of his bachelor in Physics, he worked as an Applications Engineer solving multi-factorial problems in thermal physics; Currently, Benjamin works at Texas Instruments as a Business Planner in the Battery Management Systems Division. He recently founded the Collegiate Chapter of YPE (Young Professionals in Energy) at the University of Pittsburgh. Ben is a General Affairs member of the Katz Student Executive Board and Vice-president of the Operations Club.

Fabio Saccà is majoring in HR and Management of Information Systems. In the last seven years, Fabio worked at the HR Corporate Center of many U.S. and European retailers including: Gap, Banana Republic, Old Navy, Athleta, Diesel, 55dsl, Martin Margiela and Victor&Rolf. He built solid expertise in all HR capabilities and explored their application in various industries including retail, manufacturing, healthcare and life sciences. Fabio has a Master degree in Communication and he is the current President of Katz Student Executive Board.

Tamera Szijarto is majoring in entrepreneurship and investment finance. After completion of her bachelor degree in Computer Engineering, she pioneered Internet shopping in the Philippines, with her own beauty product distribution export/import business. She gained international experience by living in Asia and worked on business related endeavors for 6 years. At Katz, she is the founder and President of the Entrepreneurship Club.

Kaushik Sampath (Alternate) is majoring in Management of Information Systems. Prior to Katz he served as Technology Analyst for Deloitte, contributing to various project for large health care and life science conglomerates in United States (e.g. Well Point, Agilent, etc.). Kaushik earned a Bachelor of Technology (B.Tech.) in India, with a major in Electronics and minor in Communication.

Professor Greg Coticchia, (Coach) is an award-winning technology executive with over twenty-five years experience in high tech products and services. He has lead or been a major contributor in two of the largest and most successful software companies in the world, LEGENT (now CA) and AXENT (now Symantec). Greg has been in eleven start-ups and founded three, and has held executive positions, participating in various size organizations, from '\$0M to over \$1B' in revenue. He currently teaches both business-to-business marketing and entrepreneurial leadership at the University Of Pittsburgh Katz School Of Business.



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L-R: Patrick DeMouy, Alice Ballenger, Heyward Grimball, Rachel Browne, Ryan Dubiel.



Alice Ballenger—A graduate of Sewanee: University of the South with a B.A. in Psychology and a Spanish minor, Alice worked in non-profits, higher education, and small business in a variety of industries before deciding to pursue her International MBA at The Darla Moore School of Business with a concentration in marketing. Graduating in May of 2014, Alice plans to continue her career in marketing within a new industry, consumer product goods.

Rachel Browne is an International MBA candidate at the Moore School of Business at the University of South Carolina concentrating in Supply Chain & Operations Management and Business Analytics. She has a Bachelors degree in Journalism and Communication Studies from the University of North Carolina and a Master's of Arts from Savannah College of Art & Design. She has experience in property/casualty and health insurance in both account management and public communication. In 2007, she opened a wedding photography studio serving clients throughout the Southeast. During her time at the Moore School, her second company, a cloud-based business management service, earned a finalist spot in the Shark Tank style startup competition, The Proving Ground.

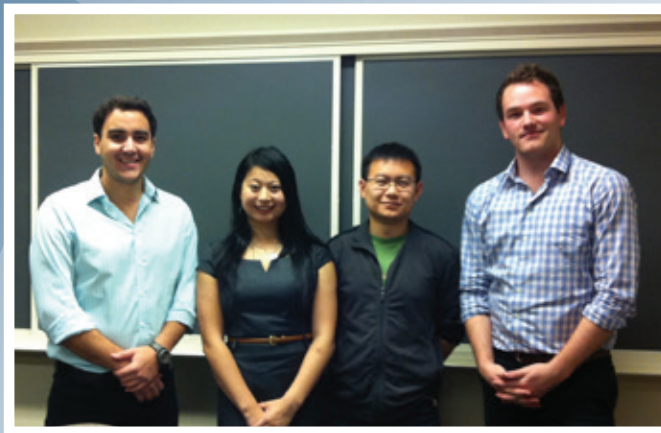
Ryan Dubiel is a dual-degree JD / International MBA candidate at the University of South Carolina, focusing on finance and corporate law. Born and raised in Charleston, South Carolina, Ryan completed his undergraduate studies at The Citadel, the Military College of South Carolina. There he majored in English Language and Literature with a minor in Spanish. As part of various academic programs, Ryan has studied the unique challenges posed by international business operations both in the classroom and through immersion experiences in Spain and China.

Heyward Grimball is a dual-degree candidate, JD and IMBA, at the University of South Carolina; at the Moore School he is concentrating in Finance.

Heyward also has a BA in History from the University of Virginia and an M.S. in Commerce, concentrating in Marketing & Management, from the McIntire School of Commerce. He is a member of the Moot Court Bar, the South Carolina Journal of International Law & Business, and the Case Competition Team. He is proud to serve on McIntire's Graduate Alumni Board.

Hannibal Scipio is an International MBA candidate at the Moore School of Business focusing on International Business. Prior to starting the program at the Moore School, Hannibal worked as a senior software engineer at IBM in the Rational Software Group. Hannibal completed his undergraduate studies at Morehouse College in Atlanta, Georgia where he majored in Computer Science. However, aside from being technology focused, he has quite a creative repertoire having completed multiple rounds on both American Idol Season IX and the The Voice Season II, choreographed a routine and was a featured extra in the movie "Stomp the Yard," and performed a step routine alongside Will Smith in his Christmas Concert "Rock the Bells".

Patrick DeMouy (Coach)—Lecturer in the management department at the University of South Carolina. Thirteenth year as coach of the MBA case competition team. Owner DeMouy Consulting, a financial and managerial consulting company since 1991. Married with three children (24 year old daughter and 16 year old twin boys). Has worked in industry as an auditing manager, investment portfolio manager and investment counselor. Active in both civic and church organizations in the Columbia, SC community. Graduated with MBA from the University of South Carolina in 1982.



L-R: Kalil Diaz, Susan Zhou, Yaou Zhao, David Ritchie

Yale School of Management's mission is to educate leaders for business and society. And Yale SOM is a place where the mission matters, where students, alumni, faculty, and staff embrace its meaning and implications. It provides both long-term strategic guidance about what the school is and should be and informs decisions and actions on a daily basis. The Yale MBA core curriculum starts with the way modern organizations actually work and teaches students to analyze and understand the full scope of information they need to make good decisions. Electives, both at Yale SOM and throughout Yale University, build on this foundation to help students develop extended lines of sight on the challenges of the global marketplace.

Kalil Diaz is a 2nd year MBA student from the Dominican Republic. He has a background in Finance and Operations having worked for Air Canada and GE Capital. His most recent job was a Structuring Manager in GE Capital's Franchise Finance group. He is a 2009 graduate from the John Molson School of Business at Concordia University. Kalil, like a true Dominican, is passionate about Baseball and Latin music.

David Ritchie is a 1st year MBA student from Canada. He has a background working for the Canadian Government at both the provincial and federal levels. His most recent role was a Special Assistant to the Premier of British Columbia. He is a 2007 graduate in Political Science from McGill University. David is also a talented singer who was toured several countries.

Yaou Zhao is a 1st year MBA student from Canada. He has a background working in IT consulting for SAP and Maples Funds Services. His most recent role was as a Business Systems Analyst. He is a 2007 graduate in Software Engineering from McGill University. Yaou also practices Kung-fu in his spare time.

Susan Zhou is a 1st year MBA student from the United States. He has a background working in Marketing and Research for Insight Express and The Nielsen Company. Her most recent role was as a Manager of Market Research. She is a 2009 graduate in Economics from the University of Chicago. Susan is also a cartoonist and rock opera actress.

Patrick Wong (Coach) is Yale SOM's coach. He is a graduate from the John Molson School of Business and currently works for Concordia University as an Assistant Coordinator. He was formerly Manager of Finance and Operations at Travel Agents International. Patrick has coached teams in the past for a wide array of case competitions. Patrick also enjoys travelling, football, BBQs, and a good time.



L-R: Safia Nathoo, Meredith Smith, Philip Zhu, Lesley Tims, Kelsie Hildebrandt, Leo Donlevy (Coach)



Kelsie Hildebrandt earned her BSc in Microbiology from the University of Victoria in 2007. She then worked as a research assistant on novel cancer therapeutics. She gained business experience in various managing roles in the food service industry and returned to school to expand her business knowledge with an MBA. Recently, Kelsie has been consulting with a social enterprise in cancer therapeutics. She is planning on pursuing a career in management consulting.

Safia Nathoo earned her BSc and MSc degrees in Biochemistry from the University of Calgary. During her studies she worked in a biotechnology start-up company as a researcher and consultant. After graduation, worked in the environmental and oil and gas industries, managing several projects for large oil and gas companies. She is currently a business consultant for a translational health group. Safia has also interned with an angel investor organization.

Meredith Smith earned a BSc. in Biomechanics from the University of Calgary. Upon graduation she worked for several years in the private health care industry. Her professional experience has included change management, business process improvement and implementation of best practices. More recently, Meredith completed an internship at a small consulting firm in Calgary. In her spare time, Meredith enjoys marathon running, soccer and travelling.

Lesley Tims has studied both Economics and Biological Sciences at the undergraduate level, and holds a BA Honours degree in Economics from Queen's University. She has traveled extensively to over 25 countries, including much of Europe and South America, South Africa, Samoa and South East Asia. Lesley currently works with an energy-focused private investment firm in Calgary. She is an active volunteer with a number of organizations in Calgary, Kingston and internationally.

Philip Zhu earned a BComm in Finance from the University of Calgary. Upon graduation, he spent 2 years as a Business Manager with a local construction company, where he was responsible for managing daily operation and driving business growth. He has experience in project control and market research with two different global organizations. In summer 2013, Philip was responsible for leading a new venture market research project with a technology start-up in Calgary.

Leo Donlevy (Head Coach) is a Senior Instructor in Entrepreneurship and has particular responsibility for the applied strategy project component of the Haskayne MBA. Following a career in the commercial printing industry as an owner and manager, he attained an MBA degree in 1995, and competed in the 1995 Concordia MBAICC, successfully defending Calgary's 1994 championship. He has coached ever since, winning twice more as a Coach. In 1998 Leo authored the Canadian edition of *Small Business Management, Launching and Growing New Ventures* published by Nelson, now in its fifth edition.

Arif Mulji (Co-Coach) developed a real passion for case competitions after competing in the John Molson ICC in 2008 and has been coaching the Haskayne case teams since 2009. Arif completed his BSc (Cell Biology and Genetics) and MSc (Physiology) at UBC before turning to business. He completed his MBA (Finance and International Business) from the University of Calgary and the Executive CMA program.. Arif started his professional career with a variety of sales management and marketing positions in the pharmaceutical and medical device industry and then worked in corporate finance and venture capital.



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L-R: Daan Goossens, Amy Fisher, Janine Brophy, Peggy Coady, David Winsor



Memorial is an AACSB accredited university located in St. John's - Canada's oldest and most easterly city. In 1973, Memorial's Faculty of Business Administration (FBA) established the first co-operative undergraduate business program in Canada. In 1978, the FBA launched its MBA program and was the first in Canada to offer a required course in business ethics. Memorial has been participating in the John Molson MBA International Case Competition for almost 30 years and is the only school to have won all three of the competition's awards (the Concordia Cup, The Richard Outcault Spirit Award and the Dr. J. Pierre Brunet Coach Award).

Janine Brophy works in the strategy group at Johnson Insurance, a division of RSA. Prior to this, she held a variety of finance roles (e.g. capital assets accounting, joint-venture reporting, business planning) at Shell Canada in Alberta. Janine has received global recognition awards for her work with both employers. She graduated from Memorial with an honours degree in Commerce (Co-op) and is a Certified Management Accountant (CMA). Heading into the final semester of her MBA program, Janine has maintained her passion for volunteering, and is currently responsible for the Leo Program in Newfoundland, comprising over 100 youth.

Amy Fisher is the Internet Marketing Specialist for Newfoundland & Labrador Tourism. Responsible for such viral videos as "Goat on a Horse", Amy has a passion for digital marketing and all things travel related. As an honours graduate from Memorial's Commerce (Co-op) program, Amy represented Memorial in its first SIFE/Enactus national title, and was awarded over 12 scholarships and distinctions during her studies. Now in the final semester of Memorial's MBA program, Amy has spent the past 5 years further honing her business skills through consulting work and by running an internationally acclaimed music blog. If you'd like to learn more about Amy, visit www.theotheramyfisher.com

Daan Goossens, born and raised in Belgium, moved to Canada in 2012 to pursue his MBA at Memorial University. He graduated from Hasselt University in Belgium with a Bachelor's degree in Business Engineering in Management Information Systems and has developed a strong interest in strategic management. During

his undergraduate degree he was an exchange student at Memorial and used that opportunity to travel and see North America's east coast. Daan is currently President of the MBA Students' Association at Memorial. In his spare time he can usually be found training for triathlons, his passion.

David Winsor is an instrument and control systems engineer with Wood Group PSN, an international energy services company. A graduate of Memorial's Engineering program, David has spent time working internationally in the North Sea and Gulf of Mexico with several oil and gas companies. Now in his last semester of the MBA program, David has been an active member in the student body and community, serving as President of the MBA Students' Association and volunteering with Big Brothers / Big Sisters and Kids Eat Smart. David has a passion for photography and can often be found with camera in hand.

Peggy Coady (Coach) won the 1996 Concordia Cup as a member of the winning team from Memorial University. She is currently teaches accounting and is the Director of the MBA Program at Memorial. Peggy has been involved in coaching MBA case teams for over 10 years and during this time has won the Richard Outcault Spirit Award and the Dr. J. Brunet Coaching Award.



L-R: Meghjit Kaur, Jon Lee, Kristin Tweel, David Wicks (coach), Natalie Cornelius

Founded in 1802, Saint Mary's is one of Canada's oldest universities. Its business school was created in 1934, one of the first business programs in Canada. Today, the Sobey School of Business is the largest business school in Atlantic Canada, offering a wide range of undergraduate, masters and doctoral programs. Approximately 3,000 full- and part-time students attend the School, drawing students from not only Atlantic Canada, but also Asia, Europe and the Middle East, giving the campus a strong international flavour. The Sobey School is approachable and student-centred, committed to the success of its students throughout their studies, and to its alumni throughout their careers.

Natalie Cornelius is a Professional Engineer with Bachelor degrees in Mechanical Engineering and Education. She has worked for the past eight years in the security and defense industry, and currently works for a large multinational corporation on a challenging program that represents one of Canada's largest investments in the defense sector and an important stepping stone to the future of the National Shipbuilding and Procurement Strategy. She studies part-time as an MBA student at the Sobey School of Business, and has enjoyed enhancing her engineering education with courses in finance and strategic management. Upon graduation, Natalie hopes that knowledge gained through her MBA will help her to achieve her goal of becoming a Program Manager with her company.

Meghjit Kaur is a computer science engineer with experience as a software developer for two years and as a business analyst for two years with Accenture Services Pvt Ltd, India. She is passionate about evaluating client problem from all perspectives, to come up with holistic solutions. She is studying MBA at the Sobey School of Business to pursue a career in management consulting. She is also a member of the Canadian Association of Management Consultants and is currently undertaking courses to get certified as a CMC.

Jon Lee is a second year MBA student on a Canadian Forces sponsored post-graduate scholarship. He graduated from RMC with a degree in Computer Engineering and was subsequently posted to Halifax as a naval officer where he currently resides with his family. Jon specializes in weapons and sensor systems maintenance, training, design, and development and has been

fortunate to deploy on operations throughout the world. Upon graduation, he will rejoin the Canadian Forces as the business operations planner for the largest naval repair facility in Canada, Fleet Maintenance Facility Cape Scott.

Kristin Tweel is a second year MBA student. She graduated with a PhD in Pharmacology from Dalhousie University in 2011, where her research was focused on colorectal cancer. This past summer, she completed a MITACS Accelerate internship working with a CMO in generic drug development. Following the completion of her MBA, Kristin plans on pursuing a career in the biotech or pharmaceutical industries.

Rita Beainy (coach) is a Sobey MBA graduate (2013) and business analyst at the Halifax Regional Municipality. Originally from Lebanon, she came to Canada to pursue her MBA at the Sobey School of Business. She represented the School at the 2013 JMSB International MBA Case Competition.

David Wicks (coach) is a professor of management at the Sobey School of Business. He regularly teaches graduate and undergraduate courses in strategic management and coaches the School's MBA case competition team.



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L-R: Dr. Milena Head (coach); Jacqueline Day (alternate); Matt Strmec; Anna Kulikov; Kaushik Parameswaran; Jeremy Legg



McMaster University's DeGroot School of Business MBA program was created in 1962 and has more than 16,000 alumni around the world. We offer co-op, full-time, accelerated and part-time MBA streams all based in a curriculum of experiential learning. Students in the DeGroot MBA program earn their MBAs while gaining valuable hands-on business experience. Through case studies, group projects and, in DeGroot's co-op MBA, paid work terms with real organizations, students are actively involved in their education.

Anna Kulikov has an interdisciplinary Bachelor of Arts and Science from McMaster University and experience as a heat health researcher with a regional government. At DeGroot, she is the president of the Women in Management Association and will be starting a co-op term in a healthcare consulting role in January. Anna speaks three languages, dabbles in sociolinguistics, and enjoys Eastern philosophy.

Jeremy Legg completed his BBA at Conestoga College where he was exposed to multiple applied management consulting projects. With a passion for running, reading and relaxing, he tries to take a balanced approach to work and life. This balance also reflects in his leadership role as the DeGroot MBA Sustainability Director. Jeremy is looking forward to driving results at his first co-op term in Category Development with SC Johnson this spring.

Kaushik Parameswaran is an outgoing individual with a passion for marketing and sports. He completed his undergraduate studies at the University of Western Ontario. After graduating in 2012, he was an intern at Maple Leaf Sports & Entertainment. He then went on to work for Capital Economics as a Sales Executive. He is now completing his MBA at the DeGroot School of Business and is the Social Director for the MBA Association.

Matt Strmec completed his Bachelor of Commerce at DeGroot in 2010, after which, he worked at Bell Canada for a year in a program marketing role. Matt is in the final term of his MBA at DeGroot in the co-op

stream, where he has had unique work experiences in the Pharma, Retail and Banking industries. Upon completion of his MBA, Matt will be joining RBC's Business Architecture team in a management-consulting role.

Jacqueline Day (Alternate) has a diverse educational background with an Honours Bachelor of Music and Honours Bachelor of Science from the University of Western Ontario. Jackie also had the pleasure of studying for a year in Heidelberg, Germany. After completing her undergraduate education in 2012, she worked for a year as Lab Manager and Technician at the University of Toronto. Jacqueline is excited to begin her first co-op as a Financial Analyst at Teva Canada Ltd.

Dr. Milena Head (Coach) is a Professor of Information Systems at the DeGroot School of Business, McMaster University. Specialising in eBusiness and Human Computer Interaction, she has published over 95 papers in academic journals, books, and conferences. Milena is passionate about experiential learning and a strong proponent of the case methodology. Through her case analysis and presentations course, she coaches and prepares DeGroot MBA students for various national and international case competitions.

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L-R Clockwise: John Adams, Hantz Prosper (Coach), Scott Widdowson, Angela Valdes Loyola, Justin Kurosky, Alex Wise



Located in the heart of Ottawa, the Telfer School of Management is the proud academic home of some 3,800 students, 200 full- and part-time faculty members, and 25,000 alumni. Our accreditations from the three most demanding international ranking organizations (AACSB, EQUIS & AMBA) place our school in the top one percent of the world's business schools. Our programs are designed to produce high-performing leaders in business and healthcare, while our faculty members carry out research in a variety of fields, including our three areas of strategic focus: business analytics and performance, health-systems management, and innovation & entrepreneurship.

Scott Widdowson is a JD-MBA candidate and has completed his first year of law and at the University of Ottawa. Previously he worked in the high-tech industry for many years where he tested, designed and simulated various circuits and systems. From 2008 to 2013 he worked in a patent group involved in patent prosecution and assertion. Scott holds a BEng (Hons) in Electrical and Electronic Engineering and a MSc in Communications Engineering and Digital Electronics.

Angela Valdes Loyola is an experienced banking professional with previous undergraduate and graduate studies in finance and financial administration. She is an international student from Monterrey, Mexico and her professional background is mainly in corporate banking, financial analysis and credit risk management. An avid multi-tasker and check-list maker; one of her favourite pastimes is creating charts, graphs and tables on Excel sheets. If Angela wasn't doing her MBA, she would be pursuing her life-long objective of hiking through the Himalayas and The Andes.

Alex Wise has spent the past three years building an engineering company that provides services to clients in Europe, North Africa and the Middle East. Alex has worked all around the world, mostly within the natural resources, energy and chemicals sectors. While Alex's undergraduate degree is in electronic engineering, he has since transitioned into corrosion engineering and is a member of the National Association of Corrosion Engineers.

John Adams—Too business for arts school, too artsy for business school. I have three years experience leading, managing and creating small businesses in the hospitality industry. I want to work for a company with a collaborative environment, whose products or services are based on innovation and ideation.

Justin Kurosky completed his Bachelor's degree in civil engineering in 2010 and pursued a career in infrastructure asset management. Justin also has a background in contract administration as it relates to the construction of provincial infrastructure projects. During the early phases of his career Justin was quickly identified as someone who can inspire followership and lead a team of inter-disciplinary professionals towards a common goal.

Hantz Prosper (Coach) has an MBA from the University of Ottawa, and a degree in Mechanical Engineering from the University of Montreal. Hantz works for Treasury Board of Canada Secretariat and manages a portfolio of 12 initiatives to enhance the government transparency and accountability under the Government of Canada's Action Plan on Open Government. At night, Hantz is a part-time professor at the University of Ottawa, and coaches teams in national and internationally reputed business case competitions.



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The Laurier School of Business & Economics is one of Canada's leading business schools. With more than 5,500 students enrolled in full-time, part-time, graduate, undergraduate and diploma programs, it is also one of the largest. The School is ideally located in the hub of Canada's Technology Triangle, an area of South Western Ontario widely recognized for its success in software development and applied technology. Laurier's main campus is in Waterloo, Ontario. Weekend-format MBA programs are also offered at the St. Andrew's Club and Conference Centre, in Toronto.

Chris Buckley graduated with distinction from the CHBA program at the Richard Ivey School of Business in 2009. Since then he has been working at the technology research and consulting firm Info-Tech Research Group. Most recently, Chris held the position of Product Development Manager where he directed a team of software developers, designers, and business analysts in bringing new technology product offerings to market. Currently, Chris is a candidate for the MBA at Wilfrid Laurier University with a specialization in operations management. In his spare time, Chris is an avid reader and enjoys playing baseball, volleyball, and golf.

Matt Speare graduated with a Bachelor of Technology degree specializing in Forensic Investigation of Economic Crime, from the British Columbia Institute of Technology in 2013. Prior to attending university he was in the Canadian military working in the field artillery, based out of CFB Petawawa. He completed four years of service, which included a nine month tour of duty to Afghanistan in 2009 where he was a member of the task force 3-08 battle group. Currently, Matt is a candidate for the MBA at Wilfrid Laurier University with a specialization in finance. In his spare time, Matt competes in triathlon races, where he has completed two Ironman races and other marathon races.

Leigh Farlow graduated from Acadia University with distinction in 2010 with a BBA, Major in Marketing. Since graduating, she has worked in advertising at DDB Canada for over three years. The most recent position she held was as a Senior Account Executive and was the main client liaison on five accounts. She was responsible for developing campaign strategies, briefing creative teams, overseeing execution and conducting reporting. She also managed DDB's internship program. Leigh is

currently a fulltime MBA candidate at Wilfrid Laurier University, with a focus in Marketing and Strategy. She volunteers as a board member on the Laurier Graduate Student Association. Outside of class, Leigh is interested in travelling, photography, tennis and yoga.

Dorian Lane graduated from Wilfrid Laurier University with an Honours Bachelor in Business Administration degree, specializing in accounting. After completing her undergraduate degree, Dorian went on to complete the Strategic Leadership Program through the Certified Management Accountants of Ontario and obtained her CMA designation. In addition, Dorian worked as an auditor of taxation at the Canada Revenue Agency. Dorian decided to return to Wilfrid Laurier University and is now a full time MBA candidate with a focus in finance. In her spare time she enjoys running, and successfully completed her first full marathon in the 2013 Ottawa Marathon.

David Rose (coach) has been a member of the faculty at Wilfrid Laurier University since 1998, teaching courses in strategic management, international business and marketing, as well as consulting to small businesses in the areas of marketing, finance and strategic planning.



L-R: Eric Dolansky (Coach), Barry Riddell, Connor Ryan, Mangala Singh, Derek Visser, Norman Chasse (Attending Coach)



Based at Brock University in St. Catharines, Ont., the Goodman School of Business is accredited by the Association to Advance Collegiate Schools of Business international. The Goodman School of Business is home to more than 2,600 undergraduate students, 350 graduate students and has 7,000 alumni worldwide.

Barry Riddell—Born April 21, 1964. Father of 6, Grandfather of 3. Born and raised in Ontario Canada. Graduated from Seneca College 1984 with a Mechanical Engineering Technician degree. Worked 15 years as a Production Manager for the Construction Speciality and Glass Industry. Started self-owned Construction Subcontracting Company in 1998. Returned to Higher Education in September 2010. Completed my Bachelor of Accounting Degree at Brock University in April 2013. I am currently enrolled in MSC program specializing in Operations Management at Brock University. My plan is to pursue a PhD and become a Professor.

Connor Ryan is currently enrolled in the MBA program with a Finance concentration. He graduated from the Goodman School of Business with a Bachelor of Business Administration in 2013. He currently works as a consultant with the Goodman School of Business Consulting Group. Prior to pursuing his MBA, Connor worked as a Field Manager for Kognitive Marketing, specializing in promoting financial products and services for a wide range of clients across Canada. Connor plans on taking his CFA examinations following his MBA graduation.

Mangala Singh is currently enrolled in the MBA program. Prior to pursuing his MBA, Mangala completed his PhD in Materials Science from the Indian Institute of Science and an MSc in Physics. He has worked as a consultant, teacher, and research associate and currently serves on the Board of Directors for AIDS Niagara and Big Brothers Big Sisters of South Niagara. His areas of specialization include: Project Management, Strategic Management, Finance, Data mining, New Product Development and Fundraising.

Derek Visser is a current graduate student at the Goodman School of Business. Prior to that, Derek completed his undergraduate degree in Information Technology Information Systems at Brock University. He is currently investigating research topics in business analytics, big data analytics, social media, and decision sciences.

Professor Norman Chasse (Attending Conference, CPA, CA) is a full-time lecturer at Brock University in the Department of Accounting, Goodman School of Business and a graduate of both Brock University's MBA and Bachelor of Accounting programs. Norman has many years of practical experience working both in a corporate setting in a senior financial role and in public practice providing accounting, tax and assurance services. Norman is a strong supporter of student activities and presently volunteers as Treasurer for the Canadian Foundation for the Study of Infant Deaths.

Professor Eric Dolansky is an Assistant Professor of Marketing at Brock University. Prior to arriving at Brock, Eric obtained his PhD and MBA from the Richard Ivey School of Business at the University of Western Ontario. He teaches courses in marketing, marketing communications, and marketing strategy. He conducts research into behavioural economics, with particular attention to how people evaluate value and how variability affects decision-making. Eric has been fortunate to have had the chance to compete on the television game show "Jeopardy!," appearing on three episodes and winning two.



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HEC MONTRÉAL

L-R Clocwise: Sylvain Matte (coach), Mohab Abl (in the back), Emil Vanjaka and Jason Delis, Maria del Pilar Mora and Anne Nguyen



A world-class French-language business school with an emphasis on multilingual teaching, HEC Montréal has over 12,000 students and trains more than 7,000 executives and managers from all industries every year. The School holds numerous accreditations and offers some 40 academic programs at all levels of university education. HEC Montréal was Canada's first business school and has graduated over 71,000 students in all fields of management since its founding in 1907.

Mohab Abl has a Bachelor degree with distinction in Computer Engineering from Concordia University. Over the last five years he has worked as a project manager on the Australian, Asian and Middle East markets, where he gained valuable experience in project management, information systems, marketing and public transport. He speaks three languages fluently and is interested in business consulting, technology management and technical sales. In his free time, Mohab is still involved in a high school basketball program that he previously coached for numerous years.

Maria del Pilar Mora has a Bachelor's Degree in Industrial Engineering from Javeriana University in Colombia and a Graduate Diploma in Marketing Management from McGill University. She has experience in marketing for consumer packaged goods and pharmaceutical products, gaining practical experience not only in marketing but also in training, packaging, and supply chain management. In her free time, Maria takes courses on photography; she practices Yoga and Zumba; and whenever time permits travels to learn about different cultures.

Anne Nguyen has completed a Bachelor's degree in Physics Engineering majoring in materials science followed by a Master's degree in Metallurgical engineering from Laval University. During her years at Rio Tinto Alcan as a project leader (R&D department) and process engineer, she developed and strengthened her skills in project management and process improvement (certified Six Sigma Green Belt). Outside of the MBA she is an active member of the Korean Cultural Scene and head of the running club at HEC Montreal.

Emil Vanjaka is currently pursuing his MBA at HEC Montreal and is also completing his Masters in Law at the University of Montreal. Through his internships and employment, he has gained valuable practical experience in a number of areas of law, technology and business. He speaks four languages and is interested in entrepreneurial endeavours, corporate financing and business law. In his free time, Emil contributes to the venture capital and startup scenes in Montreal, as well as heads the ski and snowboard club at the University of Montreal, and a soccer team at HEC Montreal.

Jason Delis (Alternate) completed a BFA in electroacoustic music technology at Concordia University and was awarded a \$30,000 grant by the Jeunes Volontaires provincial program to start an independent record label. From 2008 to 2013, he was also a senior client representative at RBC Investor & Treasury Services providing support for companies in eastern Canada in managing their pension and insurance funds. Through these experiences, he developed skills in communications, marketing, and public relations.

Sylvain Matte (Coach) holds an MBA from HEC Montreal. In addition to being a MBA lecturer, Sylvain also delivers programs for HEC'S Executive Education, both locally and on international projects. Professionally, he is a management consultant, coach and facilitator who specialises in strategic planning, organizational efficiency, creativity, innovation, change management and project management.



L-R Clockwise: Tim Field (Coach), Vivek Wadhwana, Kenny Somerville, Jon Gulick, Enrique Mateos Espejel, Neal Kierans

Vivek Wadhwana—I am a mechanical engineer having five (5) years of working experience with various teams like business development, supply chain, contract management and project management in Indian power industry. During the initial years of my career I worked on how to win a power plant project for my company and later on executing one of them. This start-to-end experience of a business/project cycle has helped me to co-relate most of the management theories that I learned at JMSB. The learning on the subjects of strategy and finance has attracted me and would like to enhance my future career in this direction.

Neal Kierans—Originally from Ireland, Neal is a well-travelled Engineer who worked in the Materials industry before moving to Canada. Planning and executing large capital projects was his daily bread and butter. Since making Montreal his new home, Neal has thrown himself into the Graduate life at JMSB and has held various positions such as President of the John Molson Graduate Student Association, Captain of the Graduate soccer team and President of the Graduate Speaker Series. Neal is looking to Montreal for his future and is open to whatever comes his way in his new favourite city.

Enrique Mateos-Espejel holds a B.Eng. a M.Eng. (UDLA-P) and a PhD. (École Polytechnique de Montréal) in chemical engineering. He has been working as a research scientist in FPIInnovations, focusing on energy sustainability of different chemical and, pulp and paper (P&P) processes. Enrique has won awards for his research in the P&P field, published in renowned energy scientific journals and, presented in national and international conferences. In 2011, he started part-time MBA out of the desire to gain an understanding of the business world and to complement his technical abilities.

Kenny Somerville—A Montreal native, with an undergrad from Concordia in Human Relations. Kenny started his career as a technical recruiter in the IT industry close to 6 years ago. He has progressed to an account executive role where he is client facing and has

the chance to work with many great clients, such as; TELUS, TD, Bell and Intact, to name a few. Kenny is a part-time MBA student going into his last semester. He looks forward to continuing to leverage what he has learnt in the MBA and push his career forward.

Jon Gulick (Alternate)—After spending 12 years touring the world as a circus acrobat, Jon hung up his trapeze, put away the unitard and wiped the white make-up off his face. Jon performed over 1000 shows in 35 countries as an aerialist specializing in rope and duo trapeze. The inevitable wear and tear from a circus life lead him to open his production company Atomic Entertainment in 2010. Atomic was Spotlight Magazine's 2012 "Entertainment of the Year" finalist, opened an off Broadway show entitled "Amor Fati", has performed for high profile clients like MTV, Redbull, Stolli Vodka, and the New York Public Library, and performed a year of shows at Lava Nightclub in Turning Stone Casino. After Jon graduates with his MBA in spring 2014, he plans to grow his company into an entertainment empire and possibly open a geeky fashion line.

Tim Field (Coach), the Miriam Roland Fellow in Business Ethics, joined Concordia University in 2000. Currently he is teaching in the Management Department of the John Molson School of Business in the areas of Strategy, Entrepreneurship and Business Ethics in both the MBA and undergraduate programs. In addition, his industry experience includes, ten years in the Aerospace industry, five years as an entrepreneur in both the automotive and marketing fields and currently as a management consultant having provided services to the Retail, Biotechnology, Telecommunications, Aerospace, Manufacturing, IT and Brewing industries.



Émilie Auger St-Jean—Étudiante au MBA marketing, Émilie est détentrice d'un B.A.A. en marketing. Elle a suivi le profil coopératif et a réalisé trois stages au sein de l'institution financière Desjardins. Elle a remporté le prix «Best of show» de l'Insurance and Financial Communicators Association. Elle a occupé différents postes en marketing chez Promutuel, Desjardins et à l'IRDA. Émilie a participé au volet académique du Happening Marketing, des Jeux du Commerce et de la Relève publicitaire. Elle et son équipe ont remporté la 1^{ère} place au cas B to B au Happening Marketing.

Andréanne Dubé—Étudiante au MBA finance, Andréanne est détentrice d'un B.A.A. en finance et est candidate aux examens en vue de l'obtention de la désignation de Chartered Financial Analyst. Elle a cumulé son expérience lors de stages chez Revenu Québec, Alliage Finances Intégrées et Mouvement Desjardins. Elle poursuivra sa carrière à la Financière Banque Nationale. Andréanne a participé au volet académique des Jeux du Commerce et de l'Omnium Financier. Elle a obtenu la bourse de mobilité du Fonds Pierre-Côté, la bourse de la Chaire RBC et le Prix « Relève » de l'Association des Femmes en Finance du Québec.

Meryeme Lahmami—Après un B.A.A. marketing au Maroc, Meryeme poursuit son MBA Marketing. Meryeme a travaillé dans plusieurs domaines du marketing (études de marché, marketing en ligne, communication, vente et développement des affaires) et elle a remporté, avec son équipe, le prix de la meilleure stratégie médias sociaux du « Championship » organisé par Toyota. Elle a pris part, en tant qu'organisatrice, à des compétitions interuniversitaires au Maroc et au Canada (MBA Games).

Étienne Pelsy est un technophile, il s'est spécialisé dans la gestion du design, de l'innovation et de l'intelligence économique. Il complète un MBA en gestion internationale et se spécialise dans les stratégies de pénétration des marchés émergents. Il a travaillé pour

plusieurs entreprises, notamment pour Saint-Gobain en Chine et dans la création d'une « start-up » dans l'industrie des interfaces tactiles. Etienne est aussi un homme d'engagement. Il a travaillé pour de nombreuses associations caritatives, dont ATD Quart Monde pour laquelle il a dirigé un projet d'accès aux soins.

Cynthia Rozon-Lacelle—Détentrice d'un B.A.A. en gestion des ressources humaines à l'ESG-UQÀM, Cynthia termine un MBA Management. Cynthia a participé à plusieurs compétitions interuniversitaires (Symposium GRH, Jeux du Commerce) et elle et son équipe ont remporté la 1^{ère} place à Excalibur. Cynthia a travaillé à titre de conseillère en recrutement dans une firme de placement et pour la Banque Nationale du Canada.

Yan Cimon, C.D., Ph.D., est professeur agrégé de stratégie à la FSA ULaval. Il est directeur adjoint du Centre interuniversitaire de recherche sur les réseaux, la logistique et le transport (CIRRELT) et membre associé de l'Institut québécois des hautes études internationales (HEI). Il appartient à Alpha Iota Delta.

Claudine Contreras—Chargée d'enseignement à FSA ULaval, Claudine enseigne la gestion des ressources humaines, l'entrepreneuriat, la gestion de crise, la créativité et l'analyse de cas.



L-R : Marie-Claude Desjardins, Marc-André Proulx, Christian Denis, Mylène Béliveau Toussaint, Sébastien Beaulieu

Located in Canada, in the Province of Quebec, the Université de Sherbrooke is a French-speaking institution that offers the opportunity to benefit from an academic education that is recognized and valued around the world. The Université de Sherbrooke is host to more than 40,000 students from which more than 1600 foreign students are from 120 countries worldwide. There are 6975 employees at the Université de Sherbrooke, including 3400 professors, lecturers and clinical professors. Inaugurated in 1966, the Université de Sherbrooke offered the world's first francophone MBA and the first MBA program with business internship in Canada.

Marie-Claude Desjardins has been practicing dentistry for ten years and acquired her own dental clinic at the age of 27. While managing her private practice, she also offers her expertise as a clinician in operative dentistry at the University of Montreal's dental clinic. Marie-Claude is also actively involved with the Quebec Dental Surgeon Association. Throughout the MBA program, the desire to learn raised her level of competencies outside of her own business domain. Dr. Desjardins analytical skills and creativity makes her a multidisciplinary professional with strategic thinking.

Marc-André Proulx is currently leading a team that fights organized financial crimes. Recognized by his peers as a skilled communicator with strong analytical skills, he understands and synthesizes complex situations to deliver impactful solutions and he is viewed as a major asset to his team.

Sébastien Beaulieu is a professional engineer in the field of robotics. He has a solid expertise in management, analysis, development and project management in the fields of business intelligence and data warehousing. Sébastien has experiences in banking, pharmaceutical, telecommunication, distribution and manufacturing. Leadership, initiative, teamwork and drive are only a few of his qualities. He is recognized by both his peers and co-workers as a quick and avid learner, his skill set and knowledge base have rapidly grown over the years in technology and in business processes.

Christian Denis is the new co-owner of Agro-Bio Contrôle Inc. Mr Denis has more than 20 years of experience in the agro-business industry. His expertise

in agronomy, banking and sales management provides him with the ability to lead, negotiate with determination to reach new goals when it's time to perform. He strives on stimulating experiences. For Christian, enthusiasm and friendship are fundamentals. He is an honest, proactive and supportive team member.

Mylène Béliveau Toussaint (Alternate) started off her career with the National Film Board of Canada, where she was able to combine her spirit of artistry and innovation with a knack for doing business in exceptional creative environments. In the film and television industry, Ms. Toussaint is known for her outstanding negotiation skills as well as her ability to lead creative and multidisciplinary teams. Over the years, she has built bridges between the worlds of arts and business by establishing a number of financial and strategic partnerships with the largest companies in Quebec.

Jean-François Guertin, (Coach , Ph.D.) is the MBA, MSc. and M.Adm. Program Director. Before undertaking a PhD in e-commerce, Mr. Guertin has spent more than 15 years in the business private sector. Within Bombardier Recreational Products, Jean François held several executive positions in the areas of marketing, sales, communication and product development. Over the years, Jean-François has presented scientific articles at national and international conferences.

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Good Luck to all teams !



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The 2013 Winners!



- **First Place:** University of Technology, Sydney won the first place prize of \$10,000 at the 2013 John Molson MBA International Case Competition!
- **Second Place:** The Queensland University of Technology received the second place and walked away with a giant cheque worth \$7,000.
- **Third Place:** Third place went to McMaster University, who was awarded with \$5,000 in prize money.
- **Winner of the 2013 Richard Outcault Team Spirit Award:** University of Kaiserslautern, Germany
- **Winner of the 2013 The Dr. J. Pierre Brunet Coaching Award:** Renata Blanc, Porto Business School

The Dr. J. Pierre Brunet Coach Award

Several years ago, The John Molson MBA ICC created the Dr. J. Pierre Brunet Coach Award to recognize the important contribution coaches make to The Competition.



Participants change year after year, but many coaches return, providing continuity to The Competition and to the business schools they represent. Coaches are champions of The Competition at their own schools, raising the level of awareness and enthusiasm of their students so they can meet the challenges that lie ahead. The Dr. J. Pierre Brunet Award was also created to recognize Dr. Brunet's unparalleled contributions to the John Molson MBA ICC as a faculty member, mentor, board member and chair, and for the countless other contributions he has brought to The Competition through his dedication, skill, wit, empathy and clear-mindedness. The award is presented annually to the team coach who best embodies Dr. Brunet's spirit for friendly competition and dedication.

The Richard Outcault Team Spirit Award

Richard Outcault was a member of Northeastern University's team during the 1998 Concordia International Case Competition. Three days prior to The Competition, his father passed away unexpectedly. Yet, per his father's wish, Richard rushed to join his team for their trip to Montreal. The team's commute turned into a 24-hour adventure due to Montreal's worst snowstorm in over a century.



The Northeastern team went on to capture first prize that year, but Richard was forced to miss the award ceremony to attend his father's funeral. Those who knew what Richard had been through were in awe of his physical and mental stamina, in addition to his humor, creativity and positive outlook. He, in turn, truly cherished his experience at The Case Competition. Two years later, a few days after attending a practice session of Northeastern's 2000 team, Richard himself succumbed to a rare infection. The Richard Outcault Team Spirit Prize was created by Northeastern University in conjunction with the organizers of The John Molson MBA International Case Competition to honor Richard and his unparalleled spirit.

Acknowledgement



The organizing committee and the Board of Directors for the 2014 edition of the MBA ICC would like to thank

The 270 judges who have donated their time and invaluable expertise year after year to help ensure a fair and challenging competition. By participating as judges, you have helped guide some of the brightest young minds of tomorrow from around the world in an event that will no doubt influence them throughout their promising business careers. We hope to see you again next year!

The volunteers for participating in the 2014 MBA International Case Competition. This event could not be a success without your incredible help and engaging presence. Only your efforts, experience and desire to succeed ensure everything runs smoothly. We strongly appreciate your support and assistance during the event. You know we are always looking for the best volunteers and we are so grateful to have you part of the team.

The Sponsors. Since its inception in 1981, our competition has relied on the generous support of its valued corporate sponsors. We sincerely thank our loyal sponsors for being part of this great event and extend our warmest welcome to our new sponsors who are an integral part of the continued success of this competition. Our event would not be possible without your continued support and contributions.
Thank you!

Congratulating the schools and coaches

John Molson would like to congratulate all of our participating schools in the 2014 John Molson MBA International Case Competition! With several new domestic and international schools competing every year, the John Molson MBA ICC retains its world-class status as the oldest and largest case competition of its kind around the globe. The level of preparation and dedication required to perform at this level would, of course, not be possible without the incredible guidance of each school's outstanding coaches. Congratulations to you all!

Analysis

1

- Identification of Issue(s)
- Depth of Quantitative and Qualitative Analysis
- Validity of Assumption
- Generation of Ideas

Recommendations

2

- Consistency with Analysis
- Evaluation of Alternatives
- Justification for Recommendation(s)

Implementation

3

- Consistency with Analysis
- Feasibility
- Financial Management

Presentation

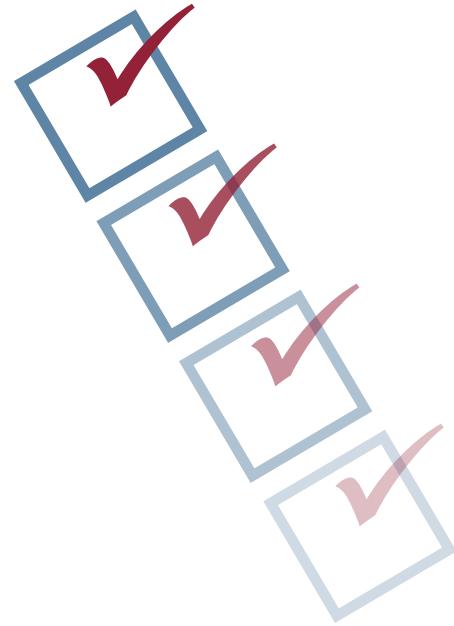
4

- Organization and Content
- Conviction and persuasiveness
- Team effectiveness
- Time management

Question Period

5

- Ability to Clarify
- Amplify and Defend Team Presentation





John Molson

Concours international d'étude de cas MBA
MBA International Case Competition

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