

## May 2005 – Alumni eNewsletter

### Note from the editor

Latest news on Members' Day – please note that the tickets for Cream Teas are **SOLD OUT**. Please bear this in mind when booking tickets, as it would help us avoid refunds which are expensive and time-consuming. Thank you.

The Pharma Forum, one of our most active special interest groups, has announced the date for their first ever Symposium, "Strands of Knowledge" – 15<sup>th</sup> July 2005.

A key feature of the Symposium will be short presentations by alumni and Forum members (approx 15 minutes) on their own personal areas of practice, or on other topics which will create value for members in relation to one of the themes the Forum wishes to develop.

Presentations are now invited from alumni and Forum members. A brief summary (100 words) of the proposed presentation should be provided with your application to present, which should be sent to [pharmaforum@henleymc.ac.uk](mailto:pharmaforum@henleymc.ac.uk) to arrive by July 1st at the latest.

For more information, please visit the Pharma Forum website.

To toast to many pleasant summer days ahead...you are warmly invited to the popular 3rd Henley Alumni Association London Club Networking Dinner. This is a wonderful opportunity to meet with fellow Henley Alumni colleagues and join in stimulating conversation at The Arts Club, London's premier club in the heart of Central London. If interested, please email the Organiser, Jan Hildebrand [janhildebrand@msn.com](mailto:janhildebrand@msn.com). More details to be found on the London Group website: LINK to [http://www.henleymc.ac.uk/henleymc03.nsf/pages/alumni\\_groups\\_london](http://www.henleymc.ac.uk/henleymc03.nsf/pages/alumni_groups_london)

Henley Knowledge Management Forum Annual Conference will be held here at the College on 15<sup>th</sup> & 16<sup>th</sup> of June. 10% discount is available for bookings made before Monday, 23<sup>rd</sup> May. Visit the Events page for more information.



### **Elizabeth Wagstaff, founder & Chief Executive of Robinia Care and Henley MBA graduate has been short listed for the prestigious Veuve Clicquot Award**

The Veuve Clicquot Award 'Business woman of the year' celebrates women high achievers in business life and salutes many women who work without acclaim in the numerous different businesses and industries that contribute to the economic life of the UK. Elizabeth is delighted with her achievement saying: "It has been tremendous hard work over the last ten years, not just personally, but also for the management team and staff who support me."

Elizabeth continues: "We are proud to be one of the major providers of specialist care in the UK supporting over 500 young adults with a range of needs that make it necessary for them to live in a supported environment. It is an honour to be recognised by such a prestigious and well-respected organisation, such as Veuve Clicquot".

Veuve Clicquot, literally translated as 'Widow Clicquot', the champagne producer, commenced the Award in 1972. Between 50-80 nominations are submitted each year and judges consider women nominees in the light of categories such as achievement, ability to motivate, entrepreneurship, acumen, dynamism, enterprise, innovation and charisma. It is not a 'first past the post' race and nominees are judged against the merits of the business achievements of the Widow Clicquot herself, who invented the system for making champagne.

This year will be the 32<sup>nd</sup> occasion the Award has taken place.

### **Tailored Company Qualifications**

You are already aware of the benefit and standing of the Henley MBA , for an individual, but you may not be aware that Henley also offers a tailored MBA for a single company or a consortium MBA. Either will bring additional advantages to your business but the consortium approach is the one with which you may be least familiar.

Henley Management College offers a highly flexible Consortium MBA/Diploma programme that attracts leading UK and multinational organisations, that work together in consortia groups. Our Consortium programme brings together individuals from peer companies, to study in small learning teams, both face-to-face and electronically. This enables cross-organisational learning - a powerful way of translating theory into practice when back in the workplace.

### **Henley Management College Careers Service**

Did you know that the Henley Careers Service can advertise an employment vacancy for you, free of charge. Your vacancy will reach a self-funded Henley MBA student and alumni group of over 900. Other employers cannot view your vacancy. For information on this and other services offered by the careers team, please see the attached leaflet or email [careers@henleymc.ac.uk](mailto:careers@henleymc.ac.uk).

Please also note that the Henley Careers Service is re-launching the on-line MBA CV Book.

### **Alumni Community:**

Information about the careers service and the services for recruiters regularly appears in the newsletter for alumni so that alumni can look to Henley when recruiting their staff. We also use the alumni population as a networking group for the current students. Sometimes this involves linking individuals one to one and sometimes it involves utilizing the skills of the alumni in workshops as part of the careers education programme.

If you would like to advertise vacancies online and join the advantages that other companies experience then we would be delighted to work with you.

## **COLLEGE NEWS**

Dr. Meredith Belbin – awarded the Henley Honorary Fellowship



As you all know we are celebrating our 60th anniversary this year. This is a significant milestone and the first of our major events was held at the College in April. This event celebrated the College's contribution to the field of management development over the last 60 years. To highlight this, we chose to honour Dr Meredith Belbin whose work on teams and team roles based on studying the learning syndicates at the

College during the late 1960s and early 1970s is still used all over the world today.

Team learning has been a distinctive hallmark of the College since it was founded in 1945 and will continue to feature significantly in our strategy going forward and we chose this aspect of our contribution to be the focus of both a dinner for Dr Belbin where we will mark his personal contribution to the College and to the field of team effectiveness on the evening of Tuesday 26th April and a seminar on the Wednesday morning where Dr Belbin presented a lecture to a large audience of some of our most prestigious clients and contacts.

To receive a copy of Dr. Belbin's presentation and of the Principal's address please email [alumni@henleymc.ac.uk](mailto:alumni@henleymc.ac.uk)

### **Future Work Forum to open in Sweden**

As a result of talks between the College and Noden of Sweden, plans are well advanced to introduce a Swedish version of the Future Work Forum. In October, Chris Brewster and Peter Thomson helped Noden AB to run a successful pilot event in Upsala and in December Kjell Lindstrom and Mona Gafvelin from Noden visited the UK to finalise the arrangements with David Birchall. Per Magna from Henley Sweden was also at this meeting and will be involved with the marketing of the new Swedish Forum.

The Swedish Future Work Forum will be running a preliminary event in May/June and will be fully up and running by the autumn. There will be a close relationship with the UK Forum including shared speakers at seminars and combined events. Members of the Swedish Forum will have access to the UK website including the proceedings from 12 years of seminars. More information on the new Forum can be found at <http://www.noden.se>.

### **Can you help our current MBA students?**

You will remember that a key feature of your Henley MBA is to work on short-term projects to complete assignments and dissertations. A key function of our Careers Service is to identify companies who can offer students project work. Not only does this satisfy the students' needs but it also serves as an excellent source of focused projects for companies requiring input into their management thinking both at a functional and broader strategic level. This has proved to be a real growth area of activity for us - both in the demand from companies and from the MBA students.

Alumni are often well placed to promote this service to line managers or senior management within their own organisations who might welcome the input of an MBA student on a specific project.

Recent projects undertaken include:

- Employer of Choice - an assessment of working for a leading management consultancy
- Improving the predictive capability of an Executive Performance Indicator report for a Big 5 accounting partnership
- Exploring the benefits of knowledge management in an Application Life Cycle
- A review of a Customer Distribution Model
- Initiating Change within NPD in a fast-moving industry

These projects are assessed pieces of work and cover all management disciplines as well as issues at the strategic level.

The projects have been extremely successful, consistently achieving rankings of 'Excellent' or 'Good' by our client companies. The companies have particularly welcomed the contribution of fresh eyes, neutral parties and brain

power in examining internal issues differently, or completing projects which they simply don't have time to do themselves. One company reported that they 'didn't have the budget, or particularly want to get a major consultancy in'. And as another contact put it: 'It was too good an opportunity to miss'.

The service is very flexible and aims to find the best match between your company's needs and the needs of the MBA student. If you can help us or we can help you, please contact us on: [careers@henleymc.ac.uk](mailto:careers@henleymc.ac.uk)

### **Our Workforce is Your Workforce**

High calibre MBA workforce awaits you when you submit a project or employment opportunity on the careers pages of the Henley Management College website. Do this without charge at: <http://www.henleymc.ac.uk/careers>

For further information email: [careers@henleymc.ac.uk](mailto:careers@henleymc.ac.uk)

## **RESEARCH**

### ***Leveraging Corporate Knowledge***

Edited by Dr Edward Truch, presents the findings of a wide range of research projects carried out by the Henley Knowledge Management Forum, published by Gower in November last year, ISBN 0 566 08576 3.

The book provides insight and guidance across a spectrum of topics from broad issues such as organizational design and culture change to practical questions concerning the use of modern information technology to support knowledge management. The contributors include leading British and European academics and senior managers from such companies as Lloyds TSB, Microsoft, Unisys and Vodafone. The resulting volume is one that will benefit students, teachers, researchers and practitioners alike.

The publication has received favourable reviews from a number of sources, including the European Foundation for Management Development (EFMD) which said "*One of the key principles underpinning the KM Forum and indeed one of its success factors has been the strong emphasis on the need to deliver actionable insights for the participating organizations, whilst maintaining academic rigour. Other key principles are that projects should be led by feedback from members of the Forum and framed within an evolutionary model of organizations. Outputs of these projects have been successfully used in many organizations*"

For a flyer for the book with more details please email [alumni@henleymc.ac.uk](mailto:alumni@henleymc.ac.uk)  
[www.knowledge-partners.com](http://www.knowledge-partners.com)  
[kate.fellows@knowledge-partners.com](mailto:kate.fellows@knowledge-partners.com)

### **Exciting new contract**

AXA UK has awarded Henley a contract to produce a white paper on Business Continuity Planning in SMEs. From a telephone enquiry from AXA's PR agency, Edelman, the CBDE was able to submit a strong proposal based on our research experience with SMEs. As a world-leader in insurance and asset management, AXA sought a contract partner able to deliver to a tight schedule - the May election - and with a reputation to give authority to the findings. We are very excited to win this work.

## **Profiles of Henley Centre for Value Improvement (HCVI) Directors**

### **Professor Roger Mills (Executive Director)**

Roger Mills works with executives in delivering practical and effective solutions to cost management, performance measurement and value related problems. He has worked with major banks and financial institutions, as well as companies and not - for - profit organisations, both in the UK and internationally. He has analysed and applied his state of the art ideas about internal controls, decision making, corporate governance and managerial accountability to a wide range of organisations including major banks and financial institutions. He is Professor of Accounting and Finance at Henley Management College and has been involved with major research projects, including the application and implementation of Activity Based Costing and he has published widely in books and journals.

### **Professor Bill Weinstein**

Bill Weinstein, Professor of International Business at Henley Management College, has extensive experience as a consultant, workshop leader and a writer of briefing papers, for national and international companies across a very wide range of industries. His special field is strategic planning and adaptation of business strategies to anticipated changes in the external environment and his technique of scenario planning is widely used. With banks and insurance companies he has contributed to several projects of strategic and organisational change. He also has experience as a non-executive director or chairman of both Stock Exchange listed and unlisted companies.

### **Marcin Peksyk**

Marcin is a full-time member of the Accounting and Finance faculty at Henley Management College and a Director of the Henley Centre for Value Improvement (HCVI). He has an MSc in Business Economics is currently studying for his PhD. The focus of his doctoral research is valuation in the emerging market environment in particular from a shareholder value perspective.

Marcin Peksyk has experience as a management consultant and has held posts as CFO of a governmental development agency and a private internet business/multi-media company. He trained as an equity analyst holding several senior posts in financial services in Central Europe. His work has included supervision of the project managers, project appraisals and the creation and implementation of managerial accounting systems for both old and new companies. His recent posts involved running overseas projects in mature EU countries as well as in new accession countries and emerging European markets. His particular expertise lies the field of restructuring companies in distress. Marcin is regularly involved in teaching MBA courses in the UK and globally as an e-Tutor and continues his consultancy assignments within Central Europe.

## **Managing Tomorrow's Worker - A request for help**

Henley are carrying out a research project, supported by the Department for Work and Pensions and Microsoft UK, looking at the management practices and competences required to manage a more mobile and flexible workforce. This includes people who work from home, multiple office locations, or on the move for some or all of their time, and who work flexible hours, as well as those who work the more traditional 9 to 5 sitting in an office next to other members of their team. The project is examining whether you need different management processes and skill sets for the different forms of working arrangement.

The project is now looking to undertake a number of 30 minute structured telephone interviews with team managers, and for team managers and up to five members of their teams to complete an online questionnaire. If you, as a team manager, would like to part along with your team, or you think another colleague may be interested, then please contact Nick Silburn at Henley on 01491 571454 Ext 2392 or via e-mail: [nick.silburn@henleymc.ac.uk](mailto:nick.silburn@henleymc.ac.uk).

## **Henley Working Papers**

The latest thinking on management issues is available in three new Henley working papers. Many papers can be down-loaded free-of-charge through the e-library and copies will be sent by post when full-text is not available. For more information, please see the Working Papers area of the e-library, or contact [veronica.clarke@henleymc.ac.uk](mailto:veronica.clarke@henleymc.ac.uk).

## **EVENTS**

### **'Innovation Imperatives: Best Practice Showcase'**

**Dates:** 25th and 26th May 2005

**Location:** Henley Management College

The conference has been organised by the SCI to explore and share innovation best practices across a wide range of science-based industries and beyond.

The programme of invited speakers has been designed to draw out experiences of how world class multi-national companies including GlaxoSmithKline, 3M, Unilever, Nestlé, BASF, Air Products, Syngenta and Kodak have successfully innovated - what they do, and what they don't. The keynote address will be given by Dr Ray Stark, Honeywell's VP of Technology. Ray's paper, 'Innovation: Luck or Design' will set the tone for the conference. Organisations surely attempt to design innovation and examples other speakers will address include new models of R&D management, strategic use of intellectual property portfolios, and building strong brands. As for luck, other speakers will discuss creating environments in which luck perhaps comes more readily: the right leadership style, nimble and entrepreneurial cultures, and sensing latent customer needs.

The SCI aims to fully engage delegates and advance the thinking on strategies and approaches to overcoming or by-passing the barriers to innovation. A workshop session will allow cross-sector syndicates to tackle the issues and challenges to successful innovation based on their own experiences and insights. Outputs will be collated and reported in the final session of the conference, with further analysis to follow.

### **The Annual AMBA/Oxford Union Business Debate**

Management Education is not worth a bean!

**SPEAKERS: Sir Martin Sorrell, Michael Skapinker, Simon Woodroffe, Dr Meredith Belbin. Chaired by Chris Russell, AMBA Thames Valley.**

**VENUE: The Oxford Union, Frewin Court, Oxford OX1 3JB**

**DATE & TIME: Tuesday, 31<sup>st</sup> May, 2005, 18:30 - 22:00, including Q&A, drinks, buffet and networking, and plenty of time for informal discussion with the speakers**

**COST: £15 members, £25.00 non-members.**

### **Henley Knowledge Management Forum Annual Conference**

**Dates:** 15th and 16th June 2005

**Location:** Henley Management College

The KM Forum brings together business practitioners, industry thought-leaders, experts and academics to help organisations tackle the new challenges presented by the digital information age. The ongoing programme of workshops, seminars, discussion groups and highly focused research projects spans key issues affecting most functional areas. Membership is corporate, and by annual subscription. For more information please visit our website or contact the Forum administrator ([kmadmin@henleymc.ac.uk](mailto:kmadmin@henleymc.ac.uk)).

The flier below includes information about the speakers and project reports. We have an exciting programme with contributions from leading KM thinkers including Leif Edvinsson, Robert Buckman, Goran Roos, Chris Collison, Geoff Parcell and Ron Donaldson. We will also be running Masterclasses with some of the speakers and Forum project champions to allow you to explore issues and practical aspects in more depth.

The Registration Form below gives details of delegate rates so that you can book your place. **Please note that we are offering a 10% discount for registrations received before the 23<sup>rd</sup> May.**

A detailed programme for the conference will be circulated nearer to the time. In the meantime, please contact the Forum administrator ([kmadmin@henleymc.ac.uk](mailto:kmadmin@henleymc.ac.uk)) if you have any questions.

### **Annual Members' Day - 2nd July 2005 – CREAM TEA TICKETS NOW SOLD OUT!!**

One of our most popular events of the year! All our Alumni are invited to come back to Henley with their families for a day packed with fun things to do for both children and grown-ups.

We have now put together the Programme of Events and preparations are well under way to make sure this day is as successful as all our previous ones.

Please note that we have now sold out our tickets for Cream Teas.

### **Invitation to 3<sup>rd</sup> Networking Dinner of Henley Alumni Association, London Club**

Date: Tuesday, 12<sup>th</sup> July

Time: 6:30pm drinks in upstairs Bar\*, followed by 7:00 dinner in Main Dining Room downstairs

Venue: The Arts Club, 40 Dover Street, London W1S 4NP (a short walk from Green Park Tube)

Cost: Paid individually on the night (£15 for set 2 course dinner, plus optional 3<sup>rd</sup> course, wine & coffee)

To toast to many pleasant summer days ahead...you are warmly invited to the popular 3<sup>rd</sup> Henley Alumni Association London Club Networking Dinner. This is a wonderful opportunity to meet with fellow Henley Alumni colleagues and join in stimulating conversation at The Arts Club, London's premier club in the heart of Central London. [www.theartsclub.co.uk](http://www.theartsclub.co.uk) <<http://www.theartsclub.co.uk>>

RSVP by email to the Organiser: Jan Hildebrand, [janhildebrand@msn.com](mailto:janhildebrand@msn.com) <<mailto:janhildebrand@msn.com>>  
NOTE to facilitate networking, please include your name, company name, title, principal areas of business, Henley programme & year graduated and your email address.

As this will be a set-menu, please add a note of any specific dietary requirements you have.

*\* Weather permitting - drinks may move into the garden.*

*Please make a note in your diary that the next networking dinner will be on Tuesday 13<sup>th</sup> September.*

### **Henley Pharma Forum Symposium '05 - "Strands of Knowledge"**

Friday 15 July 2005

Location: Henley Management College

Price: £20.00 for alumni members / £25.00 for non-alumni members

### **CALL FOR PAPERS**

A key feature of the Symposium will be short presentations by alumni and Forum members (approx 15 minutes) on their own personal areas of practice, or on other topics which will create value for members in relation to one of the themes the Forum wishes to develop. Each presentation will be followed by up to 15 minutes' discussion.

For more details and for a Booking Form please go to the Pharma Forum website

### **Virtual Tutor Certificate Course - 5th September 2005**

Do you want to qualify as an e-learning tutor with an accredited certificate from Henley? Join our part-time, 80-hour, e-Learning course for 16 weeks and benefit from Henley's long-standing experience of distance learning and learning technology. For further information, and to see the comments of previous international participants on the course contact Tony Messenger on +44 (0)1491 571454

### **Invitation to 4<sup>th</sup> Networking Dinner of Henley Alumni Association, London Club**

**Date: 13<sup>th</sup> September 2005**

**Details TBA**

### **Henley Coaching Services**

Henley has recently launched a new enterprise, Henley Coaching Services. This will include a Henley Register of Coaches, a Short Course in Coaching and Mentoring, aimed at the corporate market, and an accredited course, the Henley Certificate in Coaching programme. The accredited programme is aimed at individuals who already have personal experience of coaching and being coached in a business environment, and who now wish to expand their abilities in this area and gain a formal, Henley, qualification. Graduates of the programme may be entered on to the Henley Register, which will act as a reference point on the Henley Web Site for anyone searching for executive coaching services.



The coaching opportunity referred to here relates to the Henley Certificate in Coaching programme. As part of this programme, Participants need to conduct two 1 ½ hour coaching sessions with an external 'client'. These will preferably be with the same person, but single sessions may also be requested. The programme members are all experienced, and proficient, coaches, who can give real value in the coaching they offer. We are making these sessions available to our MBA and Alumni population, **free of charge**, in what we know will be a mutually beneficial activity.

The Careers Advisory Service will be co-ordinating the booking of coaching sessions, so please contact Linda Thorne at: [linda.thorne@henleymc.ac.uk](mailto:linda.thorne@henleymc.ac.uk)

Places for the sessions available in 2005 are shown below in pairs, indicating which coaching programme is involved. Booking for both sessions in one programme is the preferred option.

#### **New dates announced Programme Four**

1 June

#### **Programme Two FULL**

8th September

#### **Programme Three**

8th November

6th December

The coaching sessions will run from 4.30 pm to 6.30pm on these dates, at Henley Management College.

Each programme is run with around 16 participants, so the availability of sessions is limited - please book as quickly as you can, to avoid disappointment!

If you would like further information about any aspect of the coaching opportunity available here, please contact either Catherine Scurlock at the Henley Careers Advisory Service, on 01491 418777, [catherine.scurlock@henleymc.ac.uk](mailto:catherine.scurlock@henleymc.ac.uk) or Patricia Bossons, the Programme Director responsible for the Coaching Certification Programme, on 01491 418799, [patricia.bossons@henleymc.ac.uk](mailto:patricia.bossons@henleymc.ac.uk) and we will be happy to discuss things further with you.

#### **Invitation to 5<sup>th</sup> Networking Dinner of Henley Alumni Association, London Club**

**Date: 8<sup>th</sup> November 2005**

**Details TBA**

## Henley Alumni worldwide

### News

#### SOUTH AFRICA

##### A HENLEY BREAKFAST

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*Henley Management College will be holding a breakfast presentation by  
Professor Chris Brewster on*

*Marching to different drums: national differences in HRM*

Chris Brewster is part of an international team of researchers that have been studying HRM across Europe for more than a decade. Drawing on that experience, he argues that despite the pressures for convergence (either toward a US-style model of HRM or toward a European Union model) HRM remains obstinately different in every country. Furthermore, what makes for successful HRM varies between countries too. He draws conclusion about the ways that countries like South Africa should manage their own HRM.

**Date: Monday, 27 June 2005**

**Time: 07:30 (Talk: 08:05 to 08:45)**

**Venue: Henley Management College, Building 4, Unisys Park, 1 Eglin Road, Sunninghill**

RSVP to Lollita Mukwevho, Henley Management College by Friday, 17 June 2005  
Email: [lolitam@henleymc.ac.za](mailto:lolitam@henleymc.ac.za) Tel: +27 11 233-4974; Fax: +27 11 233-4967

#### AUSTRALIA

The Henley Alumni in Australia are looking forward to welcoming Professor Chris Brewster, Henley Management College, UK as guest speaker at the Sydney and Melbourne Alumni events 21 and 22<sup>nd</sup> June respectively.

Chris Brewster is Professor of International Human Resource Management, and he will be focussing on his latest research on international and comparative HRM. In particular we will be interested to hear him speak about;

- Changing patterns of HRM in Europe and the USA
- The link between HRM and performance
- The importance of understanding each countries unique recipe for HRM

And then discuss what Australian business can adopt and what it should adapt from other countries in the way it manages its people.

Please note that Alumni visiting Sydney or Melbourne on those dates are welcome to attend. Contact Julie Burton on [Julie@henleymc.com.au](mailto:Julie@henleymc.com.au) or call 1800 005 398.

In the next issue, there will be an update on the highlights of Professor Brewster's visit to Oz!



### **CHRIS BREWSTER**

Chris Brewster is Professor of International Human Resource Management at Henley Management College in the UK. Previously he held the same title at Cranfield and at South Bank Universities. He had substantial experience in trade unions, Government, specialist journals, personnel management in construction and air transport, and consultancy, before becoming an academic almost twenty years ago. He has conducted extensive research in the field of international and comparative HRM; and published some twenty books and over a hundred articles. In 2002 Chris Brewster was awarded the Georges Petitpas Memorial Award by the practitioner body, the World Federation of Personnel Management Associations, in recognition of his outstanding contribution to international human resource management.

### **Contacts**

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**WEST INDIES**

Sulenn Coustable

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Warm regards

**Irina Woodford**

Henley Alumni Services