From the Executive Director

One of the challenges faced by all managers is resolving the decision of make versus buy. Namely, what tasks do you do internally within the organization and when do you have external parties undertake tasks. This is a question not only for long-term outsourcing (logistics, manufacturing, custodial support), but also when searching for targeted expertise. I’d like to share my recent experience with this process, as it may help you in your own work.

Our team recently reviewed the executive education marketing initiatives. After an initial review, we hired a strategic marketing group to improve the effectiveness of our on-line presence. We were hesitant in this decision, as we pride ourselves on our personalized engagement and customer connection and thought an outside firm would not understand these points. The subsequent external review was useful, as it has helped us clarify our positioning and value offering. Surprisingly, each meeting to date has raised innovative ideas that we could immediately implement even before receipt of deliverables from the vendor. The process also forced us to set aside time to evaluate our approach, something we don’t always do as day-to-day tasks take over.

In reflecting on this process, I think that it has been successful for several reasons: 1) We had reached the limits internally of our abilities to improve our marketing; 2) The vendor took the time to learn about our positioning; 3) The vendor established good communication channels; and 4) The vendor ensures that the planned changes are consistent with and can be integrated with our other activities. I share these four factors with the hope it may help in your own work, as temporal or financial constraints may limit the effectiveness of outsourcing. Next time I’ll let you know what impact the changes have had. Until then, Boiler Up!

Sincerely,

Aldas Kriauciunas
This time, we are trying a new format for this feature. We’ve interviewed one of our program’s strategy professors – Dr. Filip Caeldries. Filip is on the faculty for our IMM partner, TiasNimbas, and is also a graduate of Krannert’s Ph.D. program (1990). We’ve asked him to comment on an area of his specialty that has received increasing attention in recent years – Strategic Agility.

**Exec Ed**: Please tell us a bit about yourself.

**Caeldries**: I’m originally from Europe, but completed my Ph.D. in Strategic Management from Krannert in 1990. I initially focused on research, especially with corporations in Europe and the U.S. Later, I undertook more consulting projects and redirected my teaching towards executive education. I joined TiasNimbas Business School in 1997. At that time, I became an Associate Dean and created a new division of the business school called ‘company specific programs’ which is still a large part of my responsibilities. Earlier this year, I became the Academic Director for our Global EMBA program – the International Masters of Management (IMM) program. I continue to do research, though. A particular area of interest for me is overcoming organizational hurdles to strategy implementation.

**Exec Ed**: So, please tell us a bit about yourself.

**Caeldries**: The main problem or hurdle that I see is that employees do not see how their day-to-day activities relate to the overall picture. Since the big picture remains unclear to most in the organization, employees simply do not know what strategy they should be aligning their actions to. Unfortunately then, when strategy gets discussed, there is a lot of confusion. And I don’t think things are getting better. In fact, technology and other advancements have likely made things worse.

**Exec Ed**: So how do you define strategy?

**Caeldries**: Strategy is often defined as trying to create a sustained competitive advantage. In reality however, it most often is a sequence of temporary advantages that - linked together - appear to be a longer term sustained advantage. These temporary advantages arise due to a successful alignment between unique firm capabilities and customer needs. Over time, however, customer needs will change. Firms will often respond to these changes too late – reflecting a concept called strategic rigidity. In such instances, there is a reactive response to external/environmental change. In contrast, strategic agility is related to firms undertaking change before it is needed. Such an approach avoids firms being forced to change. You change before you have to.

**Exec Ed**: Tell us more about this strategic rigidity. It sounds rather bad and most of us probably believe we are pretty good at being proactive.

**Caeldries**: This rigidity occurs at three levels. At the industry level, we see more and more firms embracing the idea of an ‘industry recipe’ or best practices. These practices get propagated through benchmarking. As a result, managers no longer ask the fundamental question ‘how should we be doing business? At the firm level, there are core competencies and ... core rigidities. What makes you good at doing A (your core competence)
can make you bad at doing B (core rigidity). Core competencies and related organizational systems often end up sustaining the status quo. That, in turn, compromises the organization’s capability to explore new ideas, new business models, new skill sets. We also need to focus on the individual level, since it is people that make decisions, not firms. Managers experience cognitive simplification, biases, and find themselves trapped in flawed decision-making structures.

**Exec Ed:** So, are there any solutions?

**Caeldries:** Firms should create organizational structures that balance/correct the individual cognitive biases of managers (e.g. the systematic use of a devil’s advocate approach in key strategic decisions). They also need to implement systems that compensate for the institutional pressures towards conformity. Beyond that, managers should be willing to listen to the voices and ideas from people operating outside their own industry. That can help to restore the balance between exploitation (doing the things right) and exploration (doing the right things).

**Exec Ed:** And will this lead to strategic agility?

**Caeldries:** As I said earlier, strategic agility reflects the notion that the organization is changing before it has to change. This is based on having three organizational capabilities. The first is ‘Sensing’. This means being able to read the environment. In reading the environment, you cannot just focus on the obvious. You need to also consider weak signals – ideas from the periphery. To do this, you need to democratize knowledge collection and knowledge management. This has to go beyond the top leadership. I like to think of sensing as launching probes into market space and seeing what you will get back. For example, McDonald’s is currently experimenting with a no-meat/salads-only store concept in France (McSalad). Clearly, there are no guarantees that all of these experiments will succeed. For example, earlier it also tried a McHotel concept, which did not go well. Firms need to be able to accept failure and that is a must if you are creating an experimenting organization. In addition, they need to listen to those at the periphery, non-customers, new hires. Very often they have something to say that we can learn from.

**Exec Ed:** Okay, we have ‘Sensing’. What else?

**Caeldries:** The next is ‘Resource Flexibility’. If a firm, a manager, receives an important and/or positive signal during the ‘sensing’ phase, then the firm needs to be able to move resources quickly. So, you need to consider ahead of time where the resources are located. Are they located at the function level, the country level, or the firm level? Some firms, such as 3M, create corporate venture funds as a formal mechanism to ‘unlock’ resources out of functional or geographic silos. Similarly, Procter & Gamble has embraced open innovation, which is very much linked to being effective at sensing. The third capability is creating ‘Unity’ of the top management team. This cohesiveness is needed to ensure that follow-through takes place. The team needs a shared vision, clear purpose, and positive ambitions for the firms. Top management unity allows for resource flexibility. This does not mean that conflict is avoided – it means that there are ways to constructively work through conflicts.

**Exec Ed:** Any final words of advice?

**Caeldries:** I have some words of caution. The increasing rate of top management turnover has made it harder to build unity and to react promptly to information received from sensing. Beyond that, I think the greatest problem is that firms (top managers) are insufficiently listening to the diversity of voices within their own firms. A communication wall has been built, thus preventing information from middle management to reach the key decision-making levels in the organization. A striking example of that is the slow acceptance of social media in some firms. The experts in this area (young recruits operating at the lower management levels) have not always had a chance to communicate their ideas to those in key decision making positions. So firms end up using dated approaches to managing customer interactions. I’m afraid we will see this pattern repeated in the future.

The challenge for most firms is not that they don’t know what to do. For most of them, the key challenge is to remove the organizational obstacles that stand in the way of effectively mobilizing the knowledge that is already available somewhere in the organization.
Since the beginning of her career, whether as a nurse, a public health specialist or more recently working across diverse sectors, Susan Rae Ross has focused on improving the lives of vulnerable groups.

Ross is a highly regarded coalition-building entrepreneur, international health and development expert, author and speaker.

Ross addressed the incoming IMM class in March as the alumni guest speaker. She also shared her experiences as the featured presenter at the Spring 2013 Krannert Executive Forum Community Breakfast.

Ross (IMM 2002) founded SR International in 2006. SR International works with corporations to design, execute and evaluate stakeholder engagement processes, community engagement strategies, philanthropy/volunteer programs and cross-sectoral partnerships.

Prior to establishing SR International, Susan was CARE’s Director of Reproductive Health where she directed an innovative, state-of-the-art program that positioned CARE as a leader in the field of maternal and newborn health. Before her CARE tenure, she served as a Health Advisor for United States Agency International Development (USAID) in several countries. In this capacity she oversaw many large-scale, multi-country projects. She also led several key policy change efforts that were adopted by USAID and several other multilateral organizations.

Her third and most recent book, “Expanding the Pie: Fostering Effective NGO and Corporate Partnerships,” earned a bronze medal in the International Business/Globalization category in the 6th Annual Axiom Business Book Awards for 2013. It offers new approaches that can be beneficial to businesses as well as society, thus “expanding the pie” for everyone.

Regarding her Global MBA experience, Ross commented in a recent interview that “For the first time it really made me think I could combine my business skills and my international skills in a different way than I had thought before. It gave me an overall strategy to put all the pieces together.”

“For the first time it really made me think I could combine my business skills and my international skills in a different way than I had thought before. It gave me an overall strategy to put all the pieces together.”
EMBA 2014 class members enjoy a golf outing at Purdue's Ackerman Hills golf club in August.

IMM 2013 class Mexico residency

Conquering the Great Wall

Seeing the sights in China
EMBA 2015 Class Profile

Number of Students - 28

- Female 21%
- Male 79%

Academic Backgrounds

- Business 36%
- Engineering 25%
- Liberal Arts 11%
- Other 7%
- Economics 7%
- Middle 80%
- Range 8 – 22

Countries/States Represented - 15

- Alaska (1)
- Arkansas (1)
- California (2)
- Florida (1)
- Illinois (3)
- Indiana (6)
- Michigan (4)
- Germany (1)
- Missouri (1)
- Montana (1)
- Texas (2)
- Utah (1)
- Virginia (2)
- Wisconsin (1)
- Singapore (1)

Companies Represented

- A-T Solutions (Department of Defense)
- IBM Corporation
- Bank of America
- First Advantage
- (most recent) Ingersoll Rand
- Polaris
- Experian
- Eklutna Incorporated
- Cummins Inc.
- Allegiance Wealth Management Group
- Whirlpool Corporation
- Charter for Accelerated Learning, inc.
  dba EdPower
- US Navy
- Pharmerica
- BAE Systems
- CNA Financial
- Cognizant Technology Solutions
- Textron
- Keystrats Inc
- DePuy Synthes
- First Interstate Bank
- BAE Systems
- Greif - Earthminded ™ Life Cycle Services
- Trading Technologies International
- IHI ASIA PACIFIC PTE. LTD.
- Colorado Agency for Jewish Education
- US Marine Corps

New EMBA students get acquainted in Weller Lounge

EMBA 2012 alumnus Billy Davidson and EMBA 2014 student Bill Gass share their insight with the new class
IMM 2014 Class Profile

Number of Students - 24

- Male: 62.5%
- Female: 37.5%

Avg. Age: 36.625
Median Age: 34.5
Avg. Work Exp.: 11.5
Median Work Exp.: 9.5

Academic Backgrounds

- Business: 33%
- Engineering: 17%
- Economics: 8%
- Science/Technology: 17%
- Humanities/Social Science: 25%

Countries Represented:

- United States (10)
- Hungary (4)
- Germany (3)
- Netherlands (3)
- Colombia (1)
- Armenia (1)
- United Kingdom (1)
- France (1)

Companies Represented

- Georgsmarienhuette Holding
- Insight
- Cisco Systems
- Univeg Trade Benelux
- Haskell
- John Deere
- Unisys Corporation
- Schuurman BV
- Cummins
- OmniCon GmbH
- SET GmbH
- Royal Philips Electronics
- Nedis BV
- Tonyan Andranik
- Eli Lilly
- EQUIPT Global Health
- TiasNimbas Business School
- Sustainalytics
- Thread and Needle Consulting
- Grundfos Mfg. Hungary

IMM 2014 class in residence in Lyon, France
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<thead>
<tr>
<th>Month</th>
<th>Date</th>
<th>Event Description</th>
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<tbody>
<tr>
<td>DECEMBER</td>
<td>2-5</td>
<td>Management Essentials – Change Management (Kuwait)</td>
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<td>5</td>
<td>Interactive Executive MBA &amp; IMM Program Webinar</td>
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<td>14-15</td>
<td>IMM Graduation/Alumni Welcome</td>
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<td>JANUARY</td>
<td>23</td>
<td>Interactive Executive MBA &amp; IMM Program Webinar</td>
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<td>23-26</td>
<td>Veterinary Practice Management Program (VPMP) – Accounting/Finance</td>
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<td>10-12</td>
<td>Management Essentials – Human Resource Management (Kuwait)</td>
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<td>13-16</td>
<td>Veterinary Practice Management Program (VPMP) – Strategic Thinking</td>
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<td>17-March 1</td>
<td>EMBA 2015 – Residency #2</td>
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<td>17-March 1</td>
<td>IMM 2014 Residency #3 – in Rio, Brazil and Mexico City, Mexico</td>
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<td>18</td>
<td>Interactive Executive MBA &amp; IMM Program Webinar</td>
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<td>19</td>
<td>Alumni Appreciation event – Special reception and alumni guest speaker</td>
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<td>21</td>
<td>Prospective student information session</td>
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<td>24-March 6</td>
<td>EMBA 2014 Residency #6 in China</td>
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<td>27</td>
<td>Alumni Reception (Shanghai, CHINA)</td>
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<td>28</td>
<td>Alumni Reception (Mexico City, MEXICO)</td>
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<td>MARCH</td>
<td>6-7</td>
<td>Service Academy Career Conference (SACC): Savannah, GA</td>
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<td>9-15</td>
<td>Study Abroad – Paris, London &amp; Budapest</td>
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<td>16-22</td>
<td>Study Abroad – Madrid &amp; Rome</td>
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<td>16-21</td>
<td>IMM 2015 Program Launch</td>
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<td>National Society for Black Engineers (NSBE): Nashville, TN</td>
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<td>APRIL</td>
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<td>Interactive Executive MBA &amp; IMM Program Webinar</td>
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<td>7-9</td>
<td>Management Essentials – Operations (Kuwait)</td>
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<td>MAY</td>
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<td>EMBA 2015 Residency #3</td>
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<td>Prospective student information session</td>
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<td>EMBA 2014 Graduation/Alumni Welcome</td>
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<tr>
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<td>29-30</td>
<td>Service Academy Career Conference (SACC): Washington, DC</td>
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Details at: http://www.krannert.purdue.edu/programs/executive/home.asp

JUNE
2-13  17th Annual Applied Management Principles (AMP) – Mini MBA
9-20  Purdue CMD (Council for Manager Development) – Custom Program
9-20  IMM 2015-1 – EU Residency
11    Interactive Executive MBA & IMM Program Webinar
18    Alumni Appreciation event – Special reception and alumni guest speaker
16-29 IMM 2014 Residency #4 – Purdue
20    Prospective student information session

JULY
28-August 2 EMBA 2015 Residency #4

AUGUST
1      Prospective student information session
5      Interactive Executive MBA & IMM Program Webinar
21-22  Service Academy Career Conference (SACC): San Diego, CA

SEPTEMBER
11-14  Veterinary Practice Management Program (VPMP) - Human Resource Management
15-19  EMBA 2016 Launch
24    Interactive Executive MBA & IMM Program Webinar

OCTOBER
2-5    Veterinary Practice Management Program (VPMP) – Marketing Management
7-10   Technical Management Institute (TMI) – Certificate Program
13-25  IMM 2014 Residency #5 – China (Beijing, Tianjin, Shanghai)
20-25  EMBA 2015 Residency #5
22    Alumni Appreciation event – Special reception and alumni guest speaker
22-Nov. 4 IMM 2015 Residency #2 – Budapest, Hungary
23-25  Society of Women Engineers (SWE) National Conference – Los Angeles, CA
24    Prospective student information session

NOVEMBER
10-22  EMBA 2016-1
14    Prospective student information session
18    Interactive Executive MBA & IMM Program Webinar
20-21  Service Academy Career Conference (SACC): San Antonio, TX

DECEMBER
17    Interactive Executive MBA & IMM Program Webinar
20-21 IMM 2014 Graduation/Alumni Welcome
Alumni Resources

Just for You

We have added an Alumni Resources page to the Executive Education website as a place to keep up with events/news geared especially to our alumni.

NEW Alumni Appreciation Events scheduled for 2014

Although we always welcome alumni visits, we have set aside days especially for you. Alumni Appreciation Days will be held on February 19, June 18, and October 22, 2014. Take the opportunity to join the current cohort for dinner with a guest speaker. Share your life experiences with students — it’s a win-win for everyone.

Amanda Clardy joined us for the first Alumni Appreciation event on October 23, 2013. Several alumni attended the class dinner and a presentation by Amanda Clardy, EMBA 2000. She is General Manager of Global eBusiness at Life Technologies, a biomedical tools company where she oversees online sales of more than $1 Billion. Amanda’s awards and recognitions include Top 200 CMOs by ExecRank, Inc. (2012), San Diego Magazine’s Woman of the Year (2009), Life Technologies CEO Award for People Leadership (2008), as well as numerous awards for green innovations. Her message was about being your authentic self and how it can pay off.

Your Involvement is KEY

Alumni form an integral part of the Krannert community and your outstanding accomplishments continue to increase the value of the Krannert Executive MBA degree and strengthen the reputation of the entire school.

Krannert Executive Education is proud to have thousands of alumni who are leaders in every kind of business and industry worldwide. But there’s only one YOU. Each of you has a unique story and a wealth of experiences to share with others.

We are dedicated to providing opportunities that engage, educate, and connect alumni to Purdue and Krannert Executive Education, and each other.

However, the network is only as vibrant as the people who participate so regardless of whether you live in Lafayette, London or Lanzhou, we encourage you to stay involved! Your involvement is KEY.

Here are just a few ways to stay connected:

• Attend an Alumni Appreciation event on Purdue’s campus, or better yet, volunteer as a speaker
• Meet up with us at various locations around the world- we may be in your area soon
• Join in a webinar to offer an alumnus perspective to prospective students
• Connect with Krannert Exec Ed alumni on LinkedIn

We look forward to partnering with you, our alumni, in maintaining a culture of involvement, alumni engagement and community building. We welcome your feedback so feel free to reach out to us by phone at 765-494-4580 or email krannertexec@purdue.edu.

Maureen Huffer Landis continues to provide career counseling and advising for EMBA and IMM students and alumni. Among the services that Maureen offers are career strategy review, career resource education, resume and correspondence critiques, interview skill practice and salary negotiation feedback.

One resource available to students is a career management service called BlueSteps. As a graduate of the Krannert School of Management, you receive a 30% discount on Blue Steps Lifetime membership and complimentary Premium Membership benefits.
IMM 2010 Reunion in Barcelona

September 13th - 15th IMM2010 had its 3rd annual reunion. After exploring Istanbul, Turkey in 2011 and Sofia, Bulgaria in 2012, the peers headed to Barcelona, Spain this time. Twenty-six alumni and partners joined for this exciting weekend in the heart of the city - they came all the way from Netherlands, Hungary, Bulgaria, Germany and the USA! It was a great opportunity to see old friends, catch up on news, explore this beautiful city during the day and at night and just have fun together again as in good ol’ times! We all left Barcelona with unforgettable memories and are now looking forward to our next reunion in September 2014 - Rome, Miami or ....?

Danielle Bruhn and Robert Fischer IMM2010
EMT 1990

Mike Huszar is the owner of the House of Andala Lamp Shoppe in South Bend, Indiana. He purchased the business two years ago and is enjoying being a happy retailer. Prior to that, he taught undergraduate and graduate marketing classes at IUSB for about five years. He and his wife Mary celebrated their 40th anniversary in October. He is an active member of the Purdue Alumni Club of St. Joseph Valley and gets back to campus a couple of times a year to enjoy Purdue football games with friends and family.

EMT 1991

Carroll Bostic has been in Florida since 2001 and is a broker/owner at American Paradise Properties, Inc. She would love to see photos of her classmates from EMS 91!

EMT 1992

William Cox is now VP of Operations at Allegiant, LLC in Indianapolis.

EMT 1994

Ethan Lane moved to the Nashville area in 2008. He is now CIO at Noranda.

EMT 1996

In March Randy Brant was promoted to Chief Revenue Officer at American Circulation Innovations (ACI) in the Los Angeles area. Randy was credited with helping the company to explore new opportunities, open new markets and grow revenues.

EMT 1998

Todd Habliston and his wife Kathleen welcomed their first grandchild, Braden Matthew Catlett, on July 22. The proud parents are their oldest daughter, Jennifer, and her husband Josh. Todd is currently the Director of Asset Development for Forest Oil Corporation (FST) in Denver. He is also the founder of Vision Energy Partners LLC, a company that is finalizing plans to redevelop the prolific Capitan Oil Field in Santa Barbara County, California. He would like to reach out to his classmates and other graduates with expertise in the investment banking community to help raise the $15 million in start-up funds through a combination of equity and credit. Interested parties can contact Todd at thabliston@hotmail.com or on LinkedIn.

EMT 2001

Jenny Hill has been on—and will continue—a sabbatical for next year. She provides technical direction to the company where she was VP (GLOTECH, Inc.), but now spends most of her time paying attention to her house and husband. She sends news that all is well in Chesapeake, Virginia.

EMT 2002

Laura Gramman Soos is teaching some college courses at a local community college in her spare time. Laura is financial leader for Gardens Alive in the Cincinnati area.

EMT 2003

Udaya Bhimaraja recently joined IMERYS, Inc. in San Jose as Business Development Manager for the North American Filtration Minerals Group. His responsibilities include looking for new filtration opportunities in new markets and introducing new technologies to existing markets to identify new product development opportunities. IMERYS is a French company with $5 billion in revenues.

Rebecca Frechette would like to share what she has been doing at 7-Eleven to expand their product assortment. The first major change was introduction of a “better for you” line of snack foods (featured in USA Today and CNBC http://www.cnbc.com/id/101040160). Rebecca says there is a lot more to come, including a convenient assortment of holiday gifts.
In March, 2013, Marlin Schul, M.D. and a team from the Lafayette Regional Vein & Laser Center joined a group of vein specialists for an annual venture to Honduras in an effort to help thousands of patients suffering from severe varicose vein problems, specifically those suffering from venous leg ulcers. This mission is part of the Hackett-Hemwall Foundation established in the 1960’s, which is dedicated to serving the needs of under-served populations in Honduras and other 3rd world countries, bringing world-class care to a deserving population. Dr. Schul and his team’s influence on operations at this clinic helped the team treat more than 25% more limbs than had ever been treated before. After visiting the clinic and observing the operational setting for a week, Dr. Schul is already working behind the scenes to enhance the offerings at the clinic and garner additional support. If you would like to learn more about the journey, or how you might support the organization, visit http://hacketthemwall.org/Travel_Info_Hond_ Veins_2012.html or contact Marlin.

EMB 2004

Neil Wilson retired from the Coast Guard in order to be closer to family and to put down roots. He is flying on the side and helping to run the business he helped establish as a “Purdue MBA consultant.” He and his wife Kim do $1.6M in sales annually and have no debt. You can check out his business at http://www.elitegaragefloors.com/.

EMB 2005

Ralph Garcia is starting his third year of coaching the Purdue Boxing Club. The first two years, three people made it to semi-finals.

Taiichiro Hara bought a rotating equipment service business in Houston in 2009 and added several companies to his business portfolio over the past few years. While serving as General Partner of Pisco Group, LLC based in Houston, he has also pursued, on a consulting basis, the opportunity to bring Japanese rotating equipment manufacturers into the oil and gas market segment in North America. Currently his business portfolio includes Vi-Tech, Condition Monitoring Solutions, and Pump Products and Services, all of which are Houston-based and Pisco Japan, Ltd in Tokyo. He is also spending more time working with NASA Area Little League. His son, Kaito (pictured at left) who was 2 when Taiichi joined the EMBA program, is now 12.

Tony Lighthill has a new position as Sub Section Manager-Thermal Management at Unison Industries. Tony and his family will be relocating to Dayton, Ohio, which is closer to home for all of them.

EMB 2006

Eugene Hawkins recently became Quality Manager at Praxair Surface Technologies’ Main Street Plant in Speedyway, Indiana. Additionally, he also became a board member for the Purdue Black Alumni Organization, an affinity group of the Purdue Alumni Organization. He helped coordinate a reception with MITE at the NSBE (National Society for Black Engineers) National Convention in Indianapolis in March. The event was a great homecoming for the organization since it was founded at Purdue in 1975. Many of the NSBE founders traveled from different parts of the country for the celebration. Gene would also like you to know that PBAO will be one of the first organizations at Purdue to officially welcome Purdue’s first African American Head Football Coach, Darrell Hazell. Finally, Gene’s 11 year old daughter was accepted into the 6th grade summer engineering program at Purdue, so keeping it in the family and at Purdue!

EMBA 2004

Lea Clingman recently accepted a role as Vice President at Hewlett Packard.

EMBA 2011

Brian Doran was recently promoted to General Manager of Barnes Aerospace’s Ohio operations including OEM and MRO facilities. The IMM program is currently working on a consulting project for Barnes as part of an active learning project.

EMBA 2012

Jim Arleth has returned to the sports statistics industry. In April, he joined Sports Media Technologies (SMT) as the Senior Product Manager for their sports television products. The products put statistics and graphics on screen during most nationally broadcast sports events in the U.S. This position leverages his previous experience at Precision Sports Statistics and would not have been possible without his degree from Krannert, Jim says.

EMBA 2014

Nate Vodila proposed to Tanya Quinones on Friday, September 20th, and she said YES! Wedding date has not yet been set. Update in forthcoming issue!

IMaC 1997

John Dyer recently published an article called “Understanding the Demand/Capacity Curve” on the Industry Week website. It has attracted much attention and been one of the most shared sites in recent weeks. You can read John’s article here: http://www.industry-week.com/lean-six-sigma/understanding-demand-capacity-curve. John is currently President, John Dyer & Associates, Inc. Part two of this article can also be seen on the Industry Week website.

IMaC 1998

Hari Subramanian has left Cognizant Business Consulting and has become a freelance management consultant (www.harisubramanian.com). Hari says freelancers are the next generation of entrepreneurs without products in the service industry. See http://blog.startupprofessionals.com/2013/09/freelancers-are-new-entrepreneurs-for.html!

We have been delighted with the response to Alumni Notes. To update your contact information with us, please email krannertexec@purdue.edu. Help us KEEP connected!
IMM 2003

Scott Baker was a single guy when he was in the IMM program and lived in Holland, Michigan. Now he lives in Queretaro, Mexico, and runs three plants for Gabriel Shock Absorbers (Ride Control LLC). He speaks Spanish, has a lovely Mexican wife and three adorable kids.

IMM 2004

Tyler Evans was recently promoted from Director, F135 Programs & Customer Support in Pratt & Whitney’s Military Engines’ division to Vice President, International Programs & Business Development for Military Engines. Tyler lives in the Hartford, Connecticut, area.

IMM 2005

Guido Boosten and his wife sold their house, are renting now, and will begin building a new home in March. On October 4 they welcomed their new son Pieter Simon Jorge Boosten. Pieter was 4 weeks early, so they were surprised, but they were able to take him home after a week. Mother and son are fine.

Luc Van Wabeeke has been diagnosed with an incurable disease of the arachoid layer in the dural sac. The cause is unknown, a cure is not possible, but the disease is not directly lethal. However, it does render severe pain and disability so that he can no longer be active in the professional world that he loved to work in. He sends his regards to all his IMaC former classmates. As his situation is a rather isolated one, he would welcome your email: lumarco.bvba@telenet.be.

Phyllis Kinsey sends the following message: “It seems my entire family has been influenced by my choice to take the IMM program. All want to travel and speak Spanish. All 5 of my children have studied Spanish in middle school, high school and soon to be college! 3 have traveled for 6-12 months overseas in S America to Ecuador, Peru, and most recently Colombia. The triplets are now 18 and Megan is on Rotary Youth Exchange to Colombia until next summer. My daughter Natalie is working on her master’s to teach Spanish through IUPUI and will spend half of next year in Spain. We will be hosting a boy from Finland in the spring semester. As for myself, since graduating from the program I have split the last 12 years between Delphi Electronics and Safety in Kokomo, IN and Delphi HQ in Troy, MI. This year I received my 30 year service award. For the past 2.5 years I have had global responsibility for all the mechanical spend with our suppliers worldwide, and travel to Mexico, Europe, and Asia as needed. In this season of my career I am mostly concerned with mentoring and teaching the next generation of leaders and grateful for the experience and education I have to do so. I am still an international buyer, with the blue crystal and amber set in silver from Krakow, Poland, and pearls from China being my favorite markets. My friends and family appreciate the gifts from all over the world. Last year I barely escaped from New York City before Hurricane Sandy wreaked its devastation. Reminded me of our last class time in the Netherlands when 9-11 occurred here in the US. This year I had a wonderful time working on a project that will help my team go to the next level of risk mitigation for our resin buy. I plan to go watch Madison march with the Purdue band for a football game this fall. This year I became a grandmother for the second time. My oldest daughter Jessica and her husband Hugo now have Hugo, age 22 months and Camila, age 3 months. There is no greater blessing than a grandchild! Next April I will be taking a Viking cruise on the Danube with my best friend and her family. The trip starts in Budapest, and I plan to visit the hotel where we stayed, take the train to Szentendre (more crystal from Hungary), and visit the Castle District. Attached is a family photo from April, 2012 and other more recent photos of my grandchildren. We need a class reunion for IMM 2000. Name the time and place and I will do my best to get there.”

Alexander Wessels is now CEO of Archroma, a new company that will be a world leader supplying products and solutions to the textile, paper, adhesives and coating industries. The company will be headquartered in Switzerland and its textile specialties, paper solutions and emulsion products businesses will be managed from Singapore, Switzerland and Brazil, respectively.
Benedict Geers reports that all is well at GECORP where he is an entrepreneur and consultant and that it’s business as usual. This summer he and his family vacationed in the U.S. West, riding off into the sunset with the cowboys and strolling down the streets of Hollywood.

Joël Scherrenberg has a new job as senior strategic advisor in health care and business at BMC Groep in Amersfoort. His challenges are to help governmental organizations to improve their organization and financial performance. Joel has also been appointed chairman of the European Sustainability Task Force of the RICS.

Eric Woolf recently graduated from GE Aviation’s Junior Officer Leadership Program (JOLP) and has accepted a new role as a Lean Six Sigma Black Belt at GE. Eric says it is a great role and a tremendous opportunity to learn and grow at the company. He and his wife Brittany love Cincinnati and hope to be there at least a few more years.

On February 20th Bastiaan Schepman and his wife welcomed their third child, Meike, who enjoys the company of her brother, Joost, and sister, Hanna. At left, the children celebrate the crowning of the first king in the Netherlands in 123 years last April.

 IMM 2006

Sam Smit is still living in Dubai. His apartment is the low rise on the left in the picture—a great neighborhood called The Old Town, built in the tradition of Arabic cities and perfectly designed to withstand heat and enjoy family life. Sam’s wife has started Your Professional Chef at home, catering for informal and formal dinners. If you’d like to see her work, visit https://www.facebook.com/YourProfessionalChefAtHome.

 IMM 2006

Bert Post has teamed up with a former colleague to start their own real estate company called Link in Nijmegen, the Netherlands. Bert credits his MBA with providing him with the skills and tools to become an entrepreneur.

 IMM 2010

Joel has also been appointed chairman of the European Sustainability Task Force of the RICS.

 Arjen Droog recently changed jobs. He is now Director of Policy and Governance at the Municipality of Ede, the heart of the international Food Valley. He is always interested in talking with food-related entrepreneurs and companies considering opening a European office. Arjen previously was Managing Partner at Aranea. Arjen says he misses the Purdue life.

 IMM 2011

Vinod Menon is now project manager for DB&A, a company based in Dallas, Texas. Vinod plans to relocate to the Dallas area soon.

 IMM 2012

Diego Morales is Director of Community Affairs/Relations at the Office of Indiana Governor Mike Pence. Above, Diego with American business magnate, investor, and philanthropist Warren Buffett.

 IMM 2012

Jerry Norman changed positions last October and is now the Global Account Director for Avaya Global Accounts in the Netherlands.

 IMM 2013

Carsten Bogs is currently quality manager at Outokumpu Stainless USA, LLC in Mobile, Alabama. He is married and has two children.

 EMSM 2003
Alumni Give Back to Executive Education
BY SALLY LUTES

Providing experiences that help individuals meet their personal and career aspirations is one of the goals of Purdue’s Executive Education Programs. We’ve heard from many alumni about how valuable their Executive MBA experience was, and continues to be, for them. I recently had the great fortune to work with alumni who have taken the time to share that experience with others. Gene Eberhardt (IMM 2012) joined me in March at the Service Academy Career Conference (SACC) in Savannah. In May, Gordon Kingma (IMM 2002) joined us in Washington, DC. Most recently, in October, Heather Buchicchio (EMBA 2011) assisted at the Society of Women Engineers (SWE) conference in Baltimore.

At the SACC conferences, Gene and Gordon’s experiences as veterans added the perfect complement to the discussions we had with graduates of military academies who are transitioning between military and civilian life, or just looking for the next professional opportunity. Our recruiting efforts went so well, we were able to host impromptu receptions after the conferences for the attendees who wanted to learn more. We’ve enrolled a student in each successive program as a result of the conferences, and have maintained contact with a large pool of potential future students.

With about one-third of our students coming from an engineering background, the SWE conference resulted in many worthwhile connections as well. Heather’s engineering background enabled her to connect with many companies and individuals on behalf of our programs. Following up on those connections will build some bridges for future corporate and student resources.

We’re grateful to all who are willing to give back to help our programs grow and thrive. Your assistance helps others discover the life-changing and enriching opportunities a program such as ours can provide. If you’re interested in helping out at future recruiting events, please let me know and I’ll be in touch.

The greatest good you can do for another is not just share your riches, but to reveal to him his own.
— Benjamin Disraeli