

# HULT ALUMNI MAGAZINE

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Carina Paine Schofield  
Christian Jensen  
Consuela Dezso  
Cristian Fournies  
Danny Goh

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Marie-Louise Maitre  
Zachary Benetatos

Eleonora Ferrero  
Elpida Kokkota  
Fahad Garba Aliyu  
Germano Forneck  
Hayden Shock  
Jacob Cherian  
Jamal Blackwell  
JC Seghers  
Juan Pablo Venegas  
Luca Rubino  
Marcelo Tournier  
Marina Wolters Rihani  
Monica Muriel  
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Omar Sakr  
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Prince Ghuman  
Sabrina Palme  
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Silver Legacy:

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Cédric Heylen  
Marie Bielen  
Martina Zvolenská  
Maximilian Abel

Thomas Kurnicki

Tyler Wozny

Ufolo:

Cara Regier,  
Elizabeth Queta,  
Laura Wittka

Valentina Valencia

Yehia Badawy

Changing Industry

Ways of Working

## The Future of Work

Hopes & Fears in the Age of Automation



**HULT**  
INTERNATIONAL  
BUSINESS SCHOOL



Jacob Cherian  
Photographed by Joupin Ghamsari in London, UK

## The Future of Work

By any estimation, the end of this decade marks a dramatic time of change for work and for workers. The future of work comes up in almost every conversation with employers, policy makers, students, and at our own school with faculty. How will work change in the next decade? What are the core technologies that will shape work? How will the employer/employee relationship change? And what is the role of educators in skilling the future workforce?

Whenever this topic comes up, we find that there are three major themes that shape the conversation. First, there's the discussion around artificial intelligence and the impact that it will have on automation of jobs. Will artificial intelligence change the fundamental nature of work and, if so, what are the opportunities for us as a society to make choices in how work will be automated to benefit the many rather than the few?

The second theme relates to the changing nature of the structure of work. In the US and increasingly in Europe and other developed economies, we see dramatic changes in the structure of work. In what is often referred to as the "gig" economy, an increasing number of workers are in independent assignments whether they work for a larger company on a contract basis or maintain independence by working on a number of part-time projects.

The third theme relates to how we prepare the workforce with 21st-century skills for future jobs that are not yet even defined today. All talent will need to constantly upgrade skills, whether through on-the-job training, new certifications, or lifelong learning. As educators we constantly challenge ourselves to anticipate the future needs of employers and to continue to develop new educational pathways for current students as well as for our alumni.

In this issue of the Hult Alumni Magazine we explore the many paths that Hult graduates are taking in the new world of work. Demonstrating the benefits of a "growth mindset," one of the core tenets of the Hult curriculum, Hult alumni are thriving in a rapidly changing world that constantly demands new skills and ways of working. Through the many stories in this edition we explore how alumni are tackling their jobs and creating vibrant high-impact careers. Thriving in times of change requires adaptability and resiliency—both hallmarks of the Hult experience. Thriving at work also requires passion and a commitment to purpose; these are values that drive Hult alumni to make a difference in the world.

Through this magazine we share how Hult alumni demonstrate these capabilities in roles in every discipline and throughout every part of the world.

Katharine Boshkoff  
*Vice President, Global Career Development  
and Alumni Relations,  
Hult International Business School*



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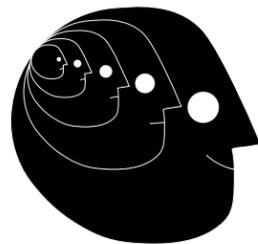
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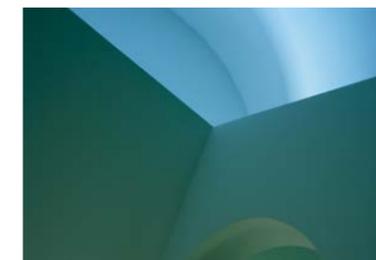
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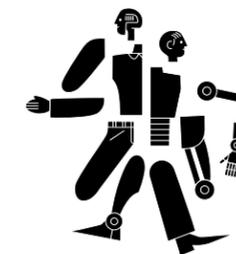
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# A Life Less

# Linear

The traditional career path is changing. Gone are the days of choosing a company—sector, or industry—for life. Today's professionals are sharp-eyed and open-minded, able to turn their trajectories in a flash. Here, Hult alumni who have made impactful career shifts share their impetus for change, taking cues from Silicon Valley to Mother Nature.

Jacob Cherian didn't expect to find his calling in a forest. Having started a business in social media, managing creative campaigns with a charitable edge, his work revolved around tweets, reach, and hashtags. A move to the remote wilderness of Kodaikanal, in the south of India, unexpectedly opened his eyes to the war against plastic, kick-starting a new career combining smart product development and environmental activism.

## Jacob Cherian



"This story started up on the mountain," says Jacob, who still resides in Kodaikanal, a 90-minute trek from the nearest road. "It's pretty wild, but we have internet and electricity, so I'd been working up there. One day I found a pile of trash in the forest. I started cleaning it up, continued to clean it up. Last March, as a joke, I threw a party around picking up the trash—35 people joined on day one, and it's been 4000+ since."

What Jacob's actions had unknowingly tapped into was the concept of "plogging," a term conceived in Sweden for communities coming together to tackle the planet's ongoing waste problem. He has gone on to mobilize over 40 cleanup parties across ten cities in the last year, building a template that engages local business sponsors and volunteers alike.

"It's always transparent, inclusive, accountable, and quantifiable," says Jacob. "Our business sponsors are typically aspirant environmentalists—take restaurants, for example. They can't be puritans, working at zero waste just yet, because the ecosystem doesn't allow it. But we can give them fun, simple ways to participate so that they become active businesses. We can offer trade-offs to offset the damage they are doing. Just understanding the damage is important. I believe our sponsors are coming to terms with their trade-off by sponsoring these events."

Amplifying the message to both businesses and volunteers has put Jacob's previous experience in social media marketing to task, too. "Plogging was very trendy, we hijacked that as a marketing idea—hijack is a cruel word, but when you look at people's free time then really weekends are all they have, and that's where we need them. Now that it [sustainability] has become social, the sense of community is the driver. The #trashtag challenge has been great, as has plogging, and before-and-after formats. We'll continue to make use of fads and ride the trends so we stay relevant, so that people always have something new and bite-sized to tell each other."



"I'm a businessman—and I believe the ultimate solution has to be business. It's still the best way to organize humans and walk them toward a common goal; it's a system the world understands."

### Alumni Weekend 2020

Meet inspiring alumni like Jacob at Alumni Weekend 2020; taking place across Dubai, New York, and London from March to July. Register for these one-day campus-based events as they're confirmed on Hult Connect.

Employing the root cause analysis taught as part of his business degree, Jacob has translated the data gathered from cleanups to inform his next venture, TerreGeneration. The company is currently developing reusable products to replace the most-used plastics across 12 "buckets" of consumption and waste: from bathroom to kitchen, commute to office, laddering up to large-scale industrial change. "When you look at plastic as a whole, it's a big intimidating problem," says Jacob. "But it's really not when you break it down into little problems." His first product, MyDr0p (seen in development in the images above) combines water bottle, coffee mug, cutlery, straw, and tote in one neat, 400g package. Combining expert knowledge

from the worlds of science and design, it aims to eliminate what Jacob calls the "big five" plastics of the daily commute.

The goal? More products, to fulfill each of the "buckets," and ever-greater amplification. Jacob's social media savvy has been key in turning out tactical campaigns at a time of increased activism—both armchair and traditional. He has also been buoyed by the passion and intent of Generation Z. "Every generation has its responsibilities, and ours is to regenerate our planet. It's too late just to be sustainable. We can do this through business, through activism, with product, but it all needs to work together. Through activities like plogging we can distribute the load, act with empathy, and spread the word."

For Tyler Wozny, a career change wasn't in the cards. As an investment manager advising high-net-worth individuals, Tyler was already on his way to success in the financial world. Studying for an MBA in San Francisco was the shock to the system he needed to discover the tech startup scene—and he hasn't looked back.



VP Digital Experience

MBA

Class of 2013

San Francisco, US

[linkedin.com/in/tylerwozny](https://www.linkedin.com/in/tylerwozny)

## Tyler Wozny

“The beautiful part of San Francisco and Silicon Valley is that you can build your own path,” says Tyler, now seven years into life on the West Coast. Though the area’s appeal is well-documented, the decision to part ways from his stable (and lucrative) career in finance was no small feat: “It was an absolute emotional, physical ego risk—I cut my income by two-thirds, in a city where I knew no one. It feels good to be here now, but at the time it was incredibly scary.”

It was the MBA program that “allowed the newness to come into my life,” as Tyler puts it. The combination of study and internship—new concepts and different work environment—created an experience “that really allowed me to understand that this was the right direction for me. One without the other may have been interesting, but those two pieces together drove me forward.”

That internship, at wearables startup Lively, quickly became a full-time role upon graduation—with the

company offering the hands-on, multiple-hat-wearing environment that has become synonymous with San Francisco: “We had an office in the Presidio. I drove my yellow Vespa to work every day. We were a small team—I was the sixth employee. It was the classic startup experience, and I loved every minute of it.”

Determined to test ecommerce at the other end of the business spectrum, Tyler joined beauty giant Sephora, before taking his current role as vice president of digital experience for hair color experts Madison Reed. Today, he ensures that customers receive the best possible brand experience across omnichannel touchpoints. But could he be convinced to change track once again?

“Absolutely. The fabulous part of being in industry is that the opportunities are endless—there are always new businesses popping up, new problem sets. I expect that whichever future role I have, I’ll pull from my previous careers into that role too. That’s how you create something different from what others are doing.”

## Marcelo Tournier

Data Scientist

Masters in Business Analytics

Class of 2019

San Francisco, US

@marcelotournier

What do doctors and data scientists have in common? In the 21st century, more than you’d think. Dr. Marcelo Tournier, a 2019 business analytics graduate, is combining his passion for technology with years of hands-on experience as a physician, having switched his native Brazil for Silicon Valley. His unexpected career twist may just benefit the lives of millions of Americans in years to come.



It takes roughly a decade to become a licensed physician. Given the education costs, intensive training, and personal sacrifices involved, what does it feel like to leave this most revered of professions? “Making the decision was easy,” jokes Marcelo. “The hard part was facing the consequences.” Inspired by his pharmacist grandfather, Alticimo Tournier, whose work had been a subtle art of “mixing powders, making potions, all of that alchemy,” he had long wanted to help people through his own career. A lifelong interest in computers had followed Marcelo through med school, and shortly after an opportunity surfaced to innovate the Brazilian healthcare system. The results were award winning.

It was around this time Marcelo learned of Hult’s Masters in Business Analytics program. “It was right at the time that I started to question myself, my career, and what I could do in this new world where there is no such thing as a career map,” he explains. The program’s STEM OPT presented a unique opportunity to further his skills in Silicon Valley, “a place where innovation was just exploding.” He and his family swiftly relocated, leaving behind his Brazilian medical license and an executive-level role.

US spend on documentation. “One of my role models, Dr. Eric Topol, said: ‘Medicine is losing its humane side because of clerical work caused by badly designed technology’—as a doctor and technologist, I believe I can help fix this.”

Marcelo’s on-the-ground experience as a doctor informs his work every day. “Working with technology, you have to have the user in mind all the time,” he says. “I know that doctors are burned-out, stressed by badly designed technology, and resistant to testing new things.” Their fear of AI is a sticking point Marcelo hopes will be overcome: “It is extremely complex to look after a human being. We value not only the medical knowledge of the doctor, but the human touch we receive when we seek good, quality healthcare. Using data, doctors will be able to support their patients in better ways, each and every day. That’s what makes me passionate about technology.”



## Christian Jensen

Christian Jensen currently works in product and pricing for Mercedes-Benz Cars Middle East. At age 18 he had joined the Danish military police, and later became a Close Protection Agent at NATO HQ where he learned fundamental skills in the most hands-on of environments. How did these two worlds come to align? The answer is business.



### Be the change

Could 2020 be the year you change career? Browse new opportunities—and post your own—on Hult Connect’s job board, and seek advice from those who have taken the plunge.

Product & Pricing Trainee

Masters in International Business

Class of 2019

Dubai, UAE

[linkedin.com/in/christianfrostdk](https://www.linkedin.com/in/christianfrostdk)

“After high school I was not ready to continue my studies. I did a four-month military service and afterwards received an offer to join the military police. I knew at some point I would go back to school, but that could have been a year, two, ten; my mindset was, as long as I’m learning and it’s fun, I’ll stay.

When I was younger, I never really knew what I wanted to be. As a soldier, I noticed that you never have the newest or nicest equipment; when you go on missions especially, everyone is complaining. It got me thinking about procurement for the army—it was something my role could not influence at all, but it made me realize I was looking in an entrepreneurial direction.

I found a course in business development engineering, which was entrepreneurial but on a corporate track. Every semester we were set complex corporate problems to solve, and that became my inspiration. Today, I sit within product management, helping executives manage their models in different countries. It matches a lot of what Hult taught us: international, communicating across departments, high diver-

sity. It made sense that I would come directly here.

You cannot compare the hard skills I learned as a soldier with the ones I use today. But there are an incredible number of soft skills. As a soldier only the best is good enough, and at Hult many of my peers shared an aligned mindset. Of course, there is a gap where you must convert the military to corporate life. But I’m happy that I could convert myself to the now, and draw on experiences that gave me skills that are useful in business life.”

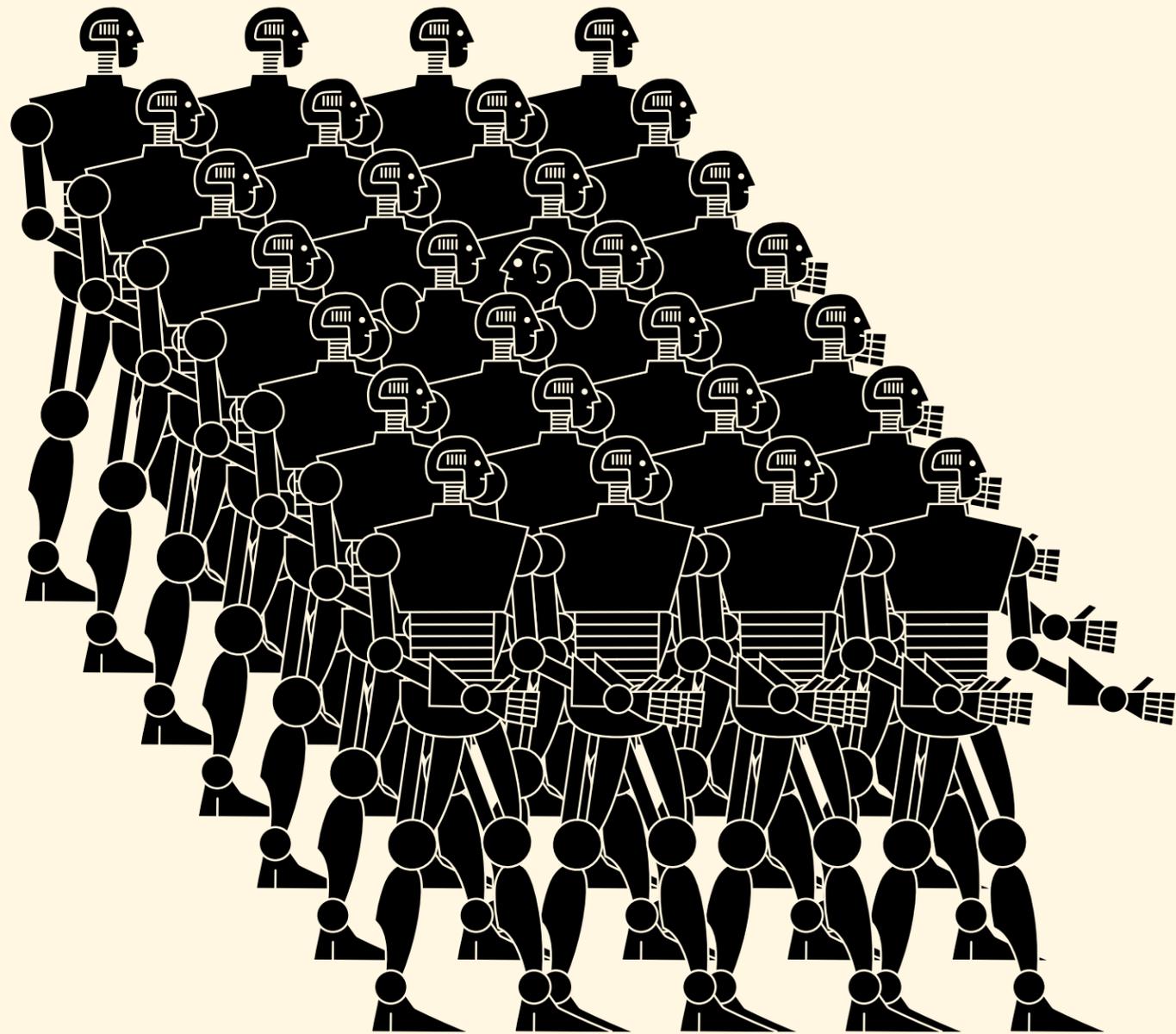


There is no escaping the AI revolution—it is pandemic. Amid the fourth industrial revolution and industry 4.0, technological developments have enabled AI systems to perform many of the skills traditionally reserved for humans. →

# Hopes & Fears in the Age of Automation



By Dr. Carina Paine Schofield  
Senior Research Fellow, Hult International Business School



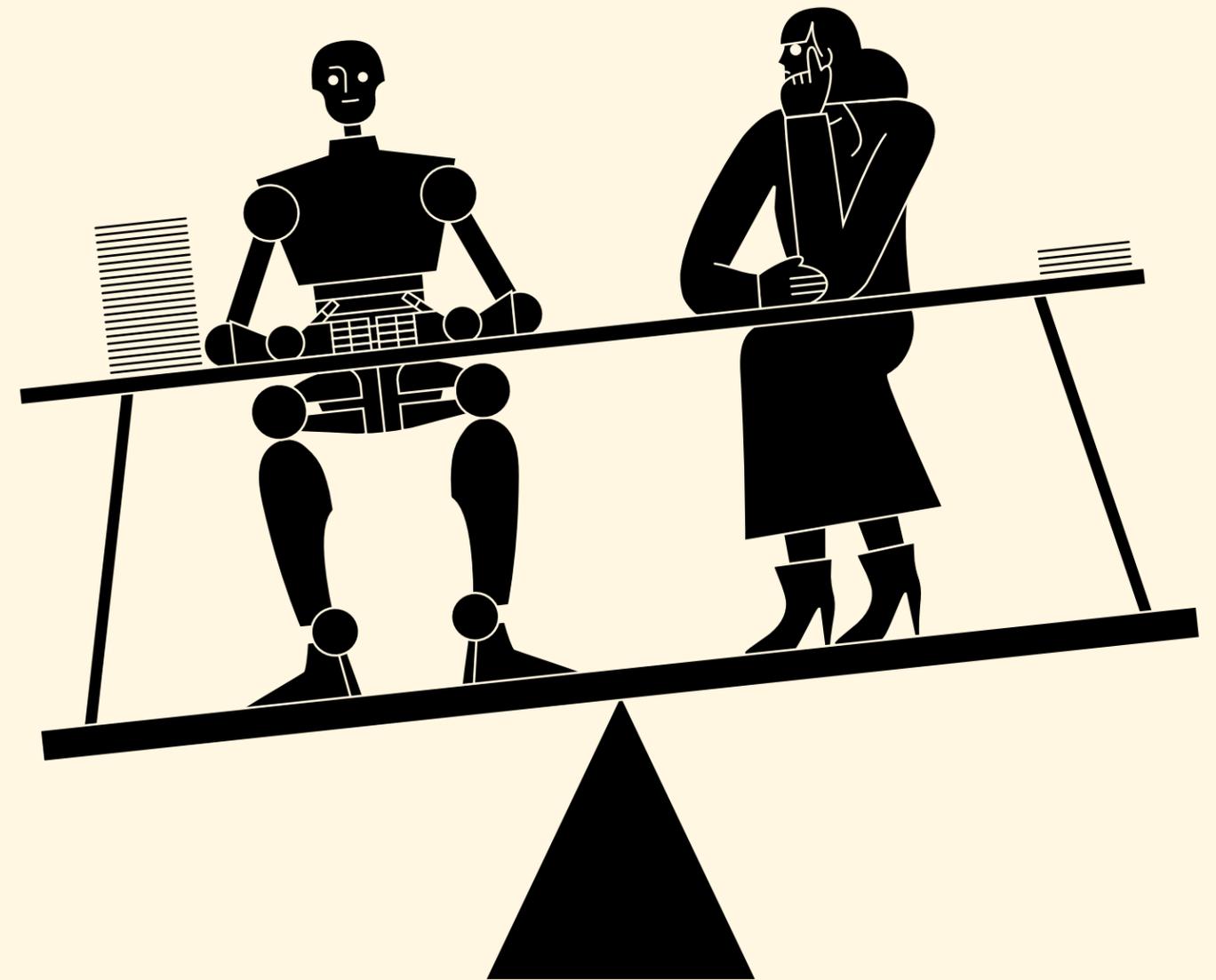
Over the coming years technological advancement will affect all sectors of the workforce, and humans will face a new competitor when it comes to seeking employment. Robots do not need downtime or leadership: they are completely loyal to their employers, generating relentless and consistent output.

The impact of this level of technology on employment has been predicted by many, with the message alternating from quite alarmist and pessimistic (“the machines will take all of the jobs”) to the more cautious and optimistic (“new jobs will emerge”). The truth is somewhere in between these two extremes.

A recent Hult research project, “Visions of the Future: Hopes and Fears in an Age of Automation,” by me, Stefania Cassar, and Grace Brown, studied the views of around 400 undergraduate students across the UK and US to explore their visions of their futures; their hopes and fears and how they plan to prepare themselves for the coming changes. These students

#### Skill up

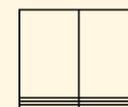
Dr. Paine Schofield is a Senior Research Fellow at Hult Ashridge Executive Education. Visit [hult.edu/executive-education](http://hult.edu/executive-education) to register at a reduced rate for Open Programs at Ashridge.



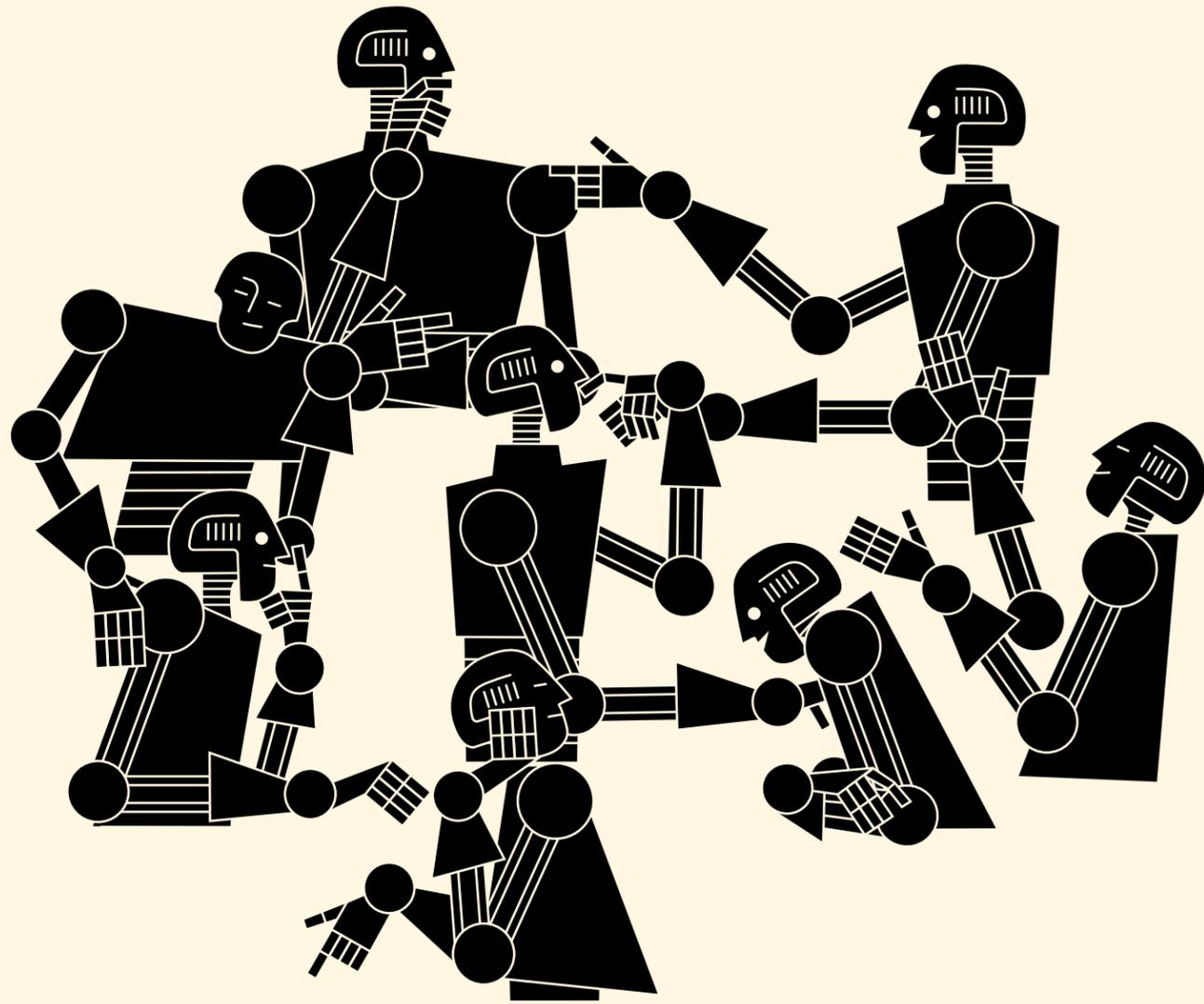
occupy a unique place in history. They are about to enter a workplace that will be transformed by emerging technologies, yet have been educated in a system which is only just beginning to wake up to the implications of automation for the workforce: studying in mostly traditional classrooms and following largely conservative curricula that have arguably not prepared them for this future.

The key findings from this research revealed that all the students felt that AI and automation would impact their careers to some degree. They expressed a mixture of confidence and anxiety about their future in a workplace dominated by AI. However, most felt unprepared for this future and this contributed to a sense of fearfulness. Some students described how universities need to adapt to remain relevant for the future of work and how it is the responsibility of the educational institutes to prepare them. At the same time, many students also described how it was their own responsibility to prepare themselves to adapt to changes and to remain relevant.

How intelligent is the future going to be?



You can read more on Dr. Paine Schofield's research on this topic by visiting [hult.edu/blog](http://hult.edu/blog) and searching “AI revolution”.



Whatever happens, one thing is certain: AI is definitely changing the types of jobs and careers available. As the world of work changes so too do the required skills of the graduate. The question remains though, whose role is it to prepare future workers for this rapidly evolving job market? Educators? Organizations? Individuals? All three?

We are continuing to explore these roles, focusing now on the perceptions of HR and organizations, in order to prepare the employees and employers of the future.

Dr. Carina Paine Schofield is a highly experienced researcher, conducting research into the global multigeneration workforce for over ten years. Her research interests are in the areas of psychology (social, developmental, organizational,

educational, and forensic) and technology (AI and the effective use of technology in enhancing learning). Prior to joining Hult, Carina worked for several years at the Open University, as a post-doctoral research fellow and consultant.



# Degrees of Change

What does it mean to “change the world”? As Planet Earth contends with multiple environmental crises and societies globally experience major ideological shifts, the challenges appear dauntingly immense. But for those born of the Hult DNA, no challenge is too great. Meet the game-changing alumni fighting in humanity’s corner.



## JC Seghers



The Under2 Coalition is striving to keep global temperature rises well under 2°C of warming. It's one of the most ambitious live projects in climate change, and the day-to-day concern of environmental consultant JC Seghers, who works with governments around the world to better measure, track, and reduce their emissions. Can humankind get the job done by 2050? He says (a cautious) yes.

<sup>HULT</sup> Why environmental policy, JC?

<sup>JC SEGHERS</sup>

I was initially attracted to working in European policy—I was fascinated by the European Union. At the time of my first traineeship at the EU delegation in Vienna, the economic and environmental departments were one, so my role took on an environmental stamp. I didn't anticipate how relevant it was going to be. I always wanted to have a career with a purpose, and at the time that was through getting involved in the European institutions. Now, it's through sustainability and climate change.

<sup>H</sup> You're currently working on the Under2 Coalition—tell us about that.

<sup>JCS</sup>

The Under2 Coalition is the largest network of states and regions committing to a very ambitious 2050 climate target. External researchers have called it the initiative with the largest emission reduction potential in the world.

CARBON DIOXIDE



**412** parts per million

GLOBAL TEMPERATURE



**1.05**°C since 1880

ARCTIC ICE MINIMUM



**12.8**% per decade

ICE SHEETS



**413** gigatonnes per year

SEA LEVEL



**3.3** millimeters per year

“Sustainability for businesses has become more than a PR practice, it’s about engineering. Businesses and governments have to work hand in hand to offer the ultimate solution—ensuring we stop living beyond our means.”

H That’s a serious ambition. Is it feasible?

JCS It’s definitely feasible—study after study has proven it. A lot of the solutions are there, and yes, some sectors are more difficult than others. But we’re seeing a changing momentum, from more engaged consumers to a passionate Gen Z on the streets showing they care. What will define whether we’re going to hit those targets is pace. It’s all about pace. Are we going fast enough? That’s where the focus should be.

H How influential is Gen Z right now?

JCS They are definitely part of what is driving companies to change. Let’s not forget, a lot of change is about cost-reduction; if you use less energy, your bottom line is going to benefit. But we have to look at holistic approaches. We have a climate crisis, an emissions crisis, but we also have a biodiversity and resource crisis. Although the recent climate protests have been global, it’s not the same everywhere. In a lot of countries, this issue is not front of mind. There are still many areas in the world without energy access or sanitation. That’s where you’ve got to look at solutions that work for these pressing issues that are, at the same time, sustainable.

H So how does the layperson do their bit?

Does it really matter if we use a paper straw over a plastic one?

JCS I go back and forth on this all the time. Can individual actions have a big impact? Of course. But again, we get back to pace. This is where we need what I call forced behavior change, either through legislation or through clever product development. If you ban single-use plastics by law, for example, people don’t have a choice, and behavior changes overnight.

H In the face of two crises and much adversity, do you believe we can limit global warming in our lifetime?

JCS I’m a realistic optimist. The challenge is huge, and we see the impact on a daily basis. We are living beyond our means as a population—we have been for a while, and our population is growing. But I’m optimistic for various reasons. One is consumer sentiment and public engagement. Two, there is a whole lot of bottom-up climate action, and money flows are slowly shifting. There are a lot of new technologies, whose costs are coming down massively. Sustainability for businesses has become more than a PR practice, it’s about engineering. There are a lot of good signs. And humankind is amazing! We’ve done so much already: reduced extreme poverty, increased our life expectancy, tackled major issues. We shouldn’t underestimate the power of us as a species, and that gives me a lot of hope.

Become a mentor

Interested in sharing your knowledge? Hult pairs aspiring mentors with individual students and project groups. JC, above, has been mentoring Hult Prize team Ufolo, whose members share his same passion for the planet. Interested in paying it forward through mentorship? Show you’re willing via Hult Connect.

## Reading List

### *Development as Freedom*, Amartya Sen

This book inspired our name, Ufolo, our company, and core values.



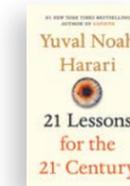
### *The Little Book of Going Green*, Harriet Dyer

Perfect for quick insights on pollution and how to prevent it.



### *21 Lessons for the 21st Century*, Yuval Noah Harari

An overview of everything happening in the world right now.



### *The Mom Test*, Rob Fitzpatrick

Helps to identify how you can make your big idea work.



### Videos by the World Economic Forum

Fresh takes on global problems and how they are being solved.

### TEDx Talks

Of course!

Ufolo is a social enterprise determined to bring beauty back to Luanda, Angola’s capital city. Cara Regier, Elizabeth Queta, and Laura Wittka met as undergrads and competed in the Hult Prize with their business idea. The team works to implement a clean tech waste management system—all the while engaging entrepreneurial youth to join the sustainable revolution.



Co-founders

Bachelor of Business Administration

Class of 2019, 2020

Angola, Dubai, London

ufolo.co.uk

## Ufolo

HULT There are multiple urgent environmental issues at play in 2019—why tackle waste?

UFOLO Waste pollution connects several global issues. Single-use products, in particular, have a huge impact on our biodiversity (marine, air, and land), on climate change, our health, and economies. In Angola, the leading causes of death are from stagnant water in waste-blocked sewage systems. Both suppliers and consumers need to see and understand the ugly reality of their choices.

H What’s your hope for our planet in years to come?

U According to the UN we have 12 years left before climate change becomes irreversible. Forbes tells us 18 months. Whichever the case, these numbers should be shocking to everyone. We hope that social enterprise becomes common practice:

for stabilized weather, for improved urban health standards, and for so much more to be done to restore the earth’s balance.

H How important are young people in solving the earth’s problems?

U Extremely! Just look at Greta Thunberg. We are the catalysts of change. To build a world that we want to live in, we have to be the ones creating it.

H How has mentorship helped build your business?

U Every mentor and program that has worked with us at Ufolo has brought unique knowledge and ideas to our startup. It has helped us to share a global and modern brand that represents our core values without compromise. Mentorship has helped us to understand our focus and gain insights from those with hands-on experience in the field.

# It Started with Hult Prize



## Fahad Garba Aliyu

Fahad Garba Aliyu is an MBA graduate and serial social entrepreneur. Previously a director of Hult Prize Africa, he has gone on to found the Ignite Africa Challenge, a pan-African platform shaping the future of the continent through its youth.

**HULT** What keeps you coming back to social entrepreneurship?

FAHAD GARBA ALIYU

I'm simply striving, one project at a time, to make the world a better place. From leading clean water programs to initiatives promoting peace, supporting survivors of terrorism to upskilling young people, my mission is to build sustainable social systems for community development.

**H** What or who is your inspiration?

FGA The challenges we're facing should have been addressed yesterday; but by starting today, our hope is that tomorrow will be brighter. As Nelson Mandela once said, "Of course the task will not be easy but not to do this will be a crime against humanity, against which I ask all humanity now to rise up." Now we're rising up. We're committed to empowering youth to become change agents and make a decisive impact on their future.

**H** What sustains you on the journey?

FGA It hasn't been easy—nothing good in life comes easy—but it has been the most enjoyable. Having such a talented team integrated in our organization, four of whom are Hult alumni, helps us to understand what is in front of us. They have the same drive as me, if not more.

Founder & Executive Director

MBA

Class of 2015

Abuja, Nigeria

@fahadaliyu



## Consuela Dezso

MBA graduate Consuela Dezso is a business coach and founder of the World Change Makers Business Academy. She recently mentored the Hult team, Ariela for Africa, in the 2019 Hult Prize.

**HULT** Do you have any fundamental advice for new founders?

CONSUELA DEZSO

Find something that you truly believe in and are passionate about, even if you can't yet see how it can be profitable. Then give it all your time and effort to make it succeed. Ideas come as you go, so just put one foot in front of the other and you'll be surprised how things start to unfold.

**H** Why is the Hult Prize a good place to start?

CD It offers great support in the form of education, coaching, mentoring, funding, and last but not least—visibility. It's also motivating to be part of a movement that changes the world.

**H** Why seek out a coach when starting a business?

CD It's easy to fall into the trap of thinking you can figure everything out on your own. You can, up to a certain point. But when you start to feel stuck, be honest with yourself and get help, either from a coach, mentor, expert in your field, or whoever seems like a good fit. Sometimes just a small piece of advice, an idea, or an encouraging conversation can give you what you need to move forward.

Business Coach

MBA

Class of 2012

Bucharest, Romania

consueladezso.com

# For Us, by Us: Tackling Youth Unemployment in 2019

The Hult Prize 10th anniversary challenge asked participants to mastermind a venture that would provide meaningful work for 10,000 youth over the next decade. Two Hult teams proudly represented at the competitive accelerator stage, held at Ashridge, UK. Here's how they got on.

## DECNA



Team DECNA—meaning “vision” in Hindi—aims to connect disconnected youth in India to employers through a series of industry showcases. Teammates Mallika, Marie-Louise, and Zach are in their second year of their undergraduate degree and were the youngest participants to reach the Hult Prize Accelerator in 2019.

**HULT** What do you see as the main issues in youth unemployment?

DECNA Many graduates lack skills in relation to professional networking and career development. We want to upskill them through industry workshops and make sure that they're able to shine bright in front of employers. Employers, too, are spending millions every single year in search of the right candidates but are not being effective with their investment. We're passionate about the challenge because we are the youth; the fact that we can really inspire our generation is exciting.

**H** What was the defining moment of your accelerator experience?

D One night we hit a low, after a tough week. We re-watched a video of us pitching our idea back at the beginning of our course at Hult. In that pitch we included everything we've been told matters: impact, passion, a great team dynamic. It defined the essence of DECNA. When we saw it again we were reminded of our roots, where we'd come from, and how far we'd grown. It was a true “a-ha!” moment.

## Silver Legacy



Silver Legacy seeks to solve problems at both ends of the age spectrum: it is a training, matching, and scheduling platform for seniors, focused on storytelling. Built to employ youth by providing social care for the elderly, the idea was created and developed by masters students (now graduates) Alma, Cédric, Marie, Martina, and Max.

**HULT** How did your venture change and grow throughout the accelerator?

SILVER LEGACY

We had great support from experts and mentors who helped us narrow down our business idea. We learned how things work in practice—observing the other businesses grow, as well as our own, was something unique. You might think that the competition is the core element of the Hult Prize, but that would be far from the truth. We left the accelerator richer in experiences, friendships, and mentors—for life.

**H** What do you think the future of work looks like?

SL It lies in combining monetary profit with social impact. There are so many problems waiting to be solved through innovation and entrepreneurship; now is the chance to tackle them. As a sector, social impact is attracting both investment and talent. In an increasingly threatened world, it's time to step up our game and expand our idea of gains beyond the wallet.

# #5000 by 2020

## Elpida Kokkota

Founder & CEO

MBA

Class of 2011

Athens, Greece

@elpidamexoxo

In 2015, Elpida Kokkota made a commitment to the Clinton Global Initiative to empower 5,000 women by 2020. Naturally, this recipient of the Greek International Women Award for Social Responsibility is on track to hit her target—and beyond. As Elpida’s non-profit community MeXOXO continues to build momentum on the global stage, she discusses adapting her offering for the current climate and upholding a positive outlook in the most challenging of times.



How many organizations do you know that throw “educational parties”? Welcome to MeXOXO, where positivity, color, and fun radiate from the activities of a diverse network of women who are, conversely, facing some extremely tough situations. “We’re more of a community than a network,” says Elpida of her creation. “Our model is [based on] synergy. We have recorded that for every woman we help, she testifies to support four more women within her family and community. The indirect impact is huge.”

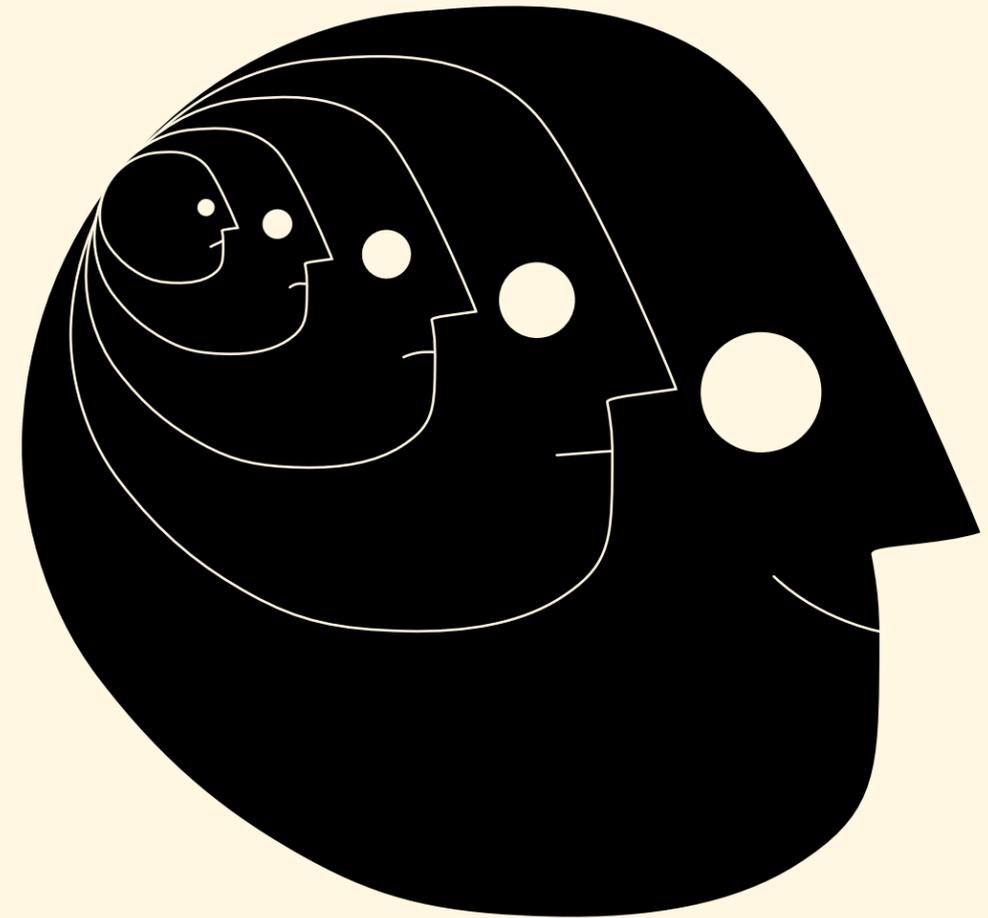
Huge it certainly is, with Elpida’s efforts now spanning upward of ten countries as far-flung as Costa Rica and Ukraine. The MeXOXO program has evolved to offer three stages to women in need of “a little push,” as she describes it. The educational parties, as mentioned, kick off with interactive sessions in both hard and soft skills, with plenty of motivation and encouragement. One-to-one personal consultations follow, conducted by MeXOXO’s team of experts, from which participants take away a fully formed business plan, three-year financial plan, and pitch deck. The third stage, recently revised, places MeXOXO women in front of investors, offering the chance to see their business ideas realized. In the first 18 months of operation alone, the program has opened \$1M worth of opportunities to women previously excluded from the business world.

“I learn so much from them,” says Elpida of the global “sisterhood.” “We support women through serious health and/or family issues. And it’s through this that we learn to see life differently.”

Her infectious positivity, she thinks, is in part generational: “We are driven by higher values. Our parents ... raised us to be more free, more creative. I believe chaos is important to existence because it means happiness is coming—it’s like the Big Bang.” But it’s also on entrepreneurs like herself to “draft the future of the world,” she says. “The more [they] create, the better this world will be. The majority of people who create social enterprises do this because they don’t want to see pain anymore. At the end of the day, if we are not imagining something bigger, higher—then what’s the point?”

### Refer a friend

Do you work with people with Hult DNA? Recommend a colleague, friend, or family member to study at Hult to receive rewards for both you and them. Contact [friends@hult.edu](mailto:friends@hult.edu) for more info.



# The Human Moment

By Dr. Amy Bradley

Leadership professor, Hult International Business School

Our organizations are becoming increasingly dehumanized. The move toward an AI-driven world of work means intense competition for a finite number



of “human” resources, and in our drive to get ahead, our capacity to notice and care for ourselves and others is diminished. →



Organizations are so focused on rewarding productivity and output; many have become obsessed with profit over people. Furthermore, with a rise in remote working and virtual teamwork, our reliance on technology to communicate means that the “human moment” at work is becoming lost. Opportunities to connect authentically with our colleagues and care for one another at a basic human level are decreasing, which means we know our colleagues only superficially and the quality of our networks is weakened.

In an attempt to seek out human connection, people are spending more time at work than they do at home. Never have we needed our colleagues so much, yet never have we felt so isolated, with one in six of us feeling we have no one to talk to at work about the things that worry us.<sup>1</sup>

There is growing evidence that kindness and positive relationships lie at the heart of our wellbeing, engagement, and performance at work.<sup>2</sup> Compassion is fast becoming a business imperative, since it is not money or career success that make people happy. It is the relationships we have with friends, colleagues, and loved ones that are the key to life satisfaction.<sup>3</sup> Close social bonds help us to cope with life’s ups and downs, they slow down our mental and physical decline, and are better predictors of life expectancy and happiness than class, IQ, and genes combined.<sup>4</sup>

In our AI-driven future of work, it is those things that make us inherently human that we need to focus on more than ever. Compassion is not only a core human value, it is a key leadership skill for the 21st century. Compassion is the most important conduit of influence at work.

In these challenging and unprecedented times, Hult has a crucial role to develop compassionate leaders who can foster kindness, care, and understanding for one another as humankind. If we are able to develop and foster compassion both for ourselves and others, this presents a unique opportunity to revive a much-disenchanted workforce. Leading with compassion is an organizational imperative; where suffering is hidden stress-related absence is growing, and career burnout is a recognized phenomenon. By developing leaders to foster compassion at work, we can help to build healthier, happier, and more-engaged work environments.

[1] Gallup, *State of the Global Workplace* (2017).

[3] Liz Mineo, “Good Genes Are Nice, But Joy is Better,” *Harvard Gazette* (April 11, 2017).

[2] Ann Pace, “Unleashing Positivity in the Workplace,” *T&D* 64, no. 1 (January 2010): 41–44.

[4] *ibid.*

Accelerate your leadership

Dr. Bradley runs leadership courses at Ashridge and is a member of the facilitation team on the highly experiential Open Program, *Leading on the Edge*. Visit [hult.edu/executive-education](http://hult.edu/executive-education) to register at a reduced rate for Open Programs at Ashridge Executive Education.

Dr. Amy Bradley (née Armstrong) is a Hult professor based at the Ashridge Executive Education campus where she runs leadership programs for individuals, teams, and organizations across the world. Amy runs a Hult undergraduate summer elective entitled *Compassion, Human Suffering, and the Ethics of Care*, which has been described as “life changing” by its participants. In its most recent iteration, this course received a top score of five out of five in student evaluations.



Dr. Bradley’s book, *The Human Moment* (LID Publishing, 2020), argues that organizations must find ways of becoming more compassionate in an age where our work is increasingly dehumanized. Order on Amazon now.

Goodbye, 9-to-5! So long, daily commute! Fax machines—it's sure been fun. These staid relics of a workplace past have no place in the new economy, where flexibility, cultural diversity, and innovation rule. Welcome to the new way.

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# Rewriting the Rules

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Pamela Wagner photographed by Joupin Ghamsari in London, UK

## Pamela Wagner

# No Two Weeks the Same

Pamela Wagner worked for one of the biggest companies in the world before founding her own venture. She also established a new way of working—one that allowed her to travel widely, think creatively, and follow her heart. She shares a look at her “typical” week, and what it means to make work work for you.

**HULT** How do you describe your working life, Pamela?

**PAMELA WAGNER**

I think it's best described as: I work when I want, from where I want, with who I want, and how I want. Being able to choose these four factors is probably what lots of people call the ultimate freedom.

**H** Is it a lifestyle you sought out?

**PW** Yes, it was an intentional choice. When I left Google, I had the chance to do things exactly how I wanted—for the first time, really, in my life, so I ended up creating my own company. I think it had always been in my subconscious to do things my way. My mind is always focused on finding opportunities to make that a reality.

**H** How do you find balance?

**PW** I believe people should hustle less and live more. There are only really five or six productive hours in

a day; beyond that we may be busy being busy, but we're not creating. We have to take care of setting focused working hours and getting stuff done, but at the same time make sure we go to the gym, meditate, meet with friends, and do whatever feels good.

**H** What can we do to achieve this lifestyle?

**PW** It all starts with self-awareness and caring less what other people think. A lot of people choose jobs just for their CV, or encourage a culture of minimal sleep, maximum work hours. We need to stop and ask: am I doing this to fit in? Or is it something I really want to do that makes me happy? That's what it boils down to.

**H** How can employers help their employees live better?

**PW** As leaders, be more transparent in yourselves—like parents and children, your behaviors will be echoed back at you. Bring more of the human element to work and everyone will benefit.



I was invited as a guest on an Austrian daytime talk show, alongside some big names in various industries—including Oscar-nominated Robert Dornhelm [image credit: Kiwi TV].



Leaving for the airport. I only travel with hand luggage if I can help it, to keep my journeys as streamlined as I can.



Hello, Cape Town! I wanted to check out the city (and make the most of some warmer weather). My work comes with me, and I get to explore and meet new people around my day-to-day tasks.



A fellow Hult alum and classmate, Christine Ntim, invited me to speak at a conference she was hosting while I was in Cape Town.

Monday



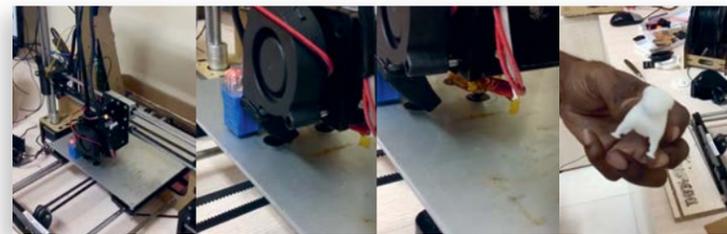
All quiet on set! It's always interesting to get behind the scenes of a different workplace.

Tuesday



I often go to a coffee shop for a couple of hours of focused work—there's something about the background noise and activity that I find comforting and productive.

Wednesday



Some fascinating 3D printing technology I encountered. Whenever I'm in a location, I'll mingle with local people and often get to discover cool stuff like this.

Thursday

Friday



I loved getting the chance to share my experience as an entrepreneur and to debate the role of education in today's working world.

Weekend



Jamal Blackwell photographed  
by Marco Devon at Changgyeonggung  
Palace, Seoul, South Korea

# Tale of



Germano Forneck photographed  
by Honza Prochazka at Jing'an Temple,  
Shanghai, China

# Two Cities

Thousands of miles from home, two Hult graduates are using their international classroom experience in roles that test what it takes to bridge two cultures.

## Jamal Blackwell

Senior Consultant

Masters in International Business

Class of 2015

Pyeongtaek, South Korea

@mallymal1192

Jamal Blackwell caught the travel bug early. Completing his bachelors at internationally friendly La Roche University, and his masters at Hult Dubai, it's perhaps no surprise that his career has taken him around the globe. Today, his job with consultancy Booz Allen Hamilton, one of *Fortune's* Most Admired Companies, finds him not just in South Korea but situated on America's largest overseas military base, Camp Humphreys, in Pyeongtaek.

"It's a hybrid environment, combining both US and Korean forces," says Jamal of the base, which is projected to house 42,000 personnel by 2022. "I think the idea of the base is to provide a home away from home, helping people adapt more easily to life in

South Korea, given the cultural and lifestyle differences." Cue something as simple as the presence of big-name food chains: Dunkin', Burger King. As for Jamal, the chance to get among it all is not to be squandered. His knack for being "very comfortable in uncomfortable situations" stems from his travels across Peru, Thailand, Vietnam, and Indonesia, where the simple lifestyle and positivity of citizens proved influential. "I'm a joyful person who gravitates toward people with good energy. Experiencing these different cultures humbled me and broadened my horizons."

His current role, consulting for the US Department of Defense, provides the opportunity to work with

Korean nationals, allowing him to deepen his understanding of Korean values and history, extending to his everyday life off base. "I have a Masters in International Business—and to be a master, you must experience your craft. I go to work on base in a familiar environment, but at the end of the day when I head home [off base] I get to engage with authentic Korean culture." With an extensive travel list already checked off, he seeks out cultural immersion at every opportunity. "I've never lived in far east Asia before; I knew it was going to be a challenge. I choose to chase the opportunities that are uncomfortable, because they're the ones that foster real self-growth."

## Germano Forneck

Founder & Ecommerce Director

Masters in International Business

Class of 2014

Shanghai, China & Curitiba, Brazil

[linkedin.com/in/gmforneck](https://www.linkedin.com/in/gmforneck)

Germano Forneck's South America-to-Shanghai odyssey actually started in Rotterdam. In 2013, while traveling, Germano learned that the vast Dutch port was soon to be eclipsed in size by Shanghai's harbor. Inspired to follow the opportunities in business and trade, he bought a ticket, enrolled at Hult's Shanghai campus, and has been connecting two countries ever since.

Germano's first real-world immersion came from a law firm looking to facilitate business between Brazil and China. "They needed a Brazilian eye," says Germano, who interpreted the nuances of documents beyond translation. Meanwhile, he took it upon himself to learn Chinese language and culture, for both personal and professional benefit: "It's really about understanding the thinking behind how Chinese society works. It makes it easier to negotiate and to understand the selling points of products you want to trade here."

Ever the entrepreneur, Germano went on to apply his learnings to the family business, Vitao, now a

cross-border ecommerce food store, and founded Flavo, which brings cross-cultural design to the Brazilian market. Spotting evermore opportunity, he added a third interest, in soccer: fueling Chinese fandom for the sport by bringing Brazilian youth teams to compete.

He makes it all sound rather ... easy? Not quite. "The 11-hour time difference makes it hard to solve urgent issues. The logic can also be different, in marketing and sales. The Chinese tend to have a more holistic view, Brazilians are more goal-oriented."

Importantly in a digital era, he believes that human interaction is fundamental to his role. "I don't believe that we're going to be able to do it 100% virtually," he says. "We can reduce the space—we don't always need everyone in the room. Maybe we have two people there, two people elsewhere. We see it with startups everywhere. However we're doing it though, it's necessary for us to be bridging the world."

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Many scientists and futurists claim that humans will lose their jobs and will be replaced by robots, humanoids, or VR solutions. That sounds very feasible in some industries, but less realistic in others. →

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By Thomas Kurnicki

Data science & programming professor, Hult International Business School

# Data Science: Toward a Data-Focused Future

“This push for restructuring the workforce to be data savvy can be observed in various departments of an organization.”

All of these revolutionary or evolutionary workforce changes are based on explanatory and predictive data analysis. This is the main reason why the future of work will be largely defined by trends in data science.

On one hand, we have industries that historically relied on “muscle work.” With the 3rd and 4th industrial revolutions, the “muscle work” was optimized to a point where it could be replaced with machines or computers. Nowadays, these industries are heading toward a full replacement of a human worker with humanoids and robots.

The main role of data science in the process of humanoidization (replacing humans with humanoids) is to optimize business objectives. A data scientist’s main goal is to find an objective function, such as maximizing produced units or minimizing the time spent on building a product. Once the objective function is defined, the data scientist writes an optimization algorithm that gives a set of optimal parameters. These optimal parameters can be used to calibrate machines such as a production line robot or a seabed driller.

On the other hand, there are industries that rely on “intelligent work” and human creativity such as banking, education, and medical services. In this workspace, humans can rest assured that they won’t be replaced anytime soon. However, this workspace is adapting to new business needs and is forcing employees to change the way they think, collaborate, and execute. People are expected to optimize their workflow and be more efficient.

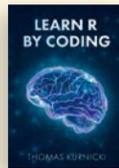
Many Fortune 500 companies are educating all their staff in programming languages such as Python or R (just like they did with MS Excel 20 years ago), so that they can automate their work, spend less time running old processes or business-as-usual tasks, and focus their efforts on creating data-driven solutions.

This push for restructuring the workforce to be data savvy can be observed in various departments of an organization, especially sales, marketing, finance, and human resources, and is due to the fact that more data is being collected and made available. Business leaders know that data-optimized solutions are more effective, cheaper, and easier to measure and should be focused on changing the future workforce in a way that focuses on data.

The future of work lies in data science.

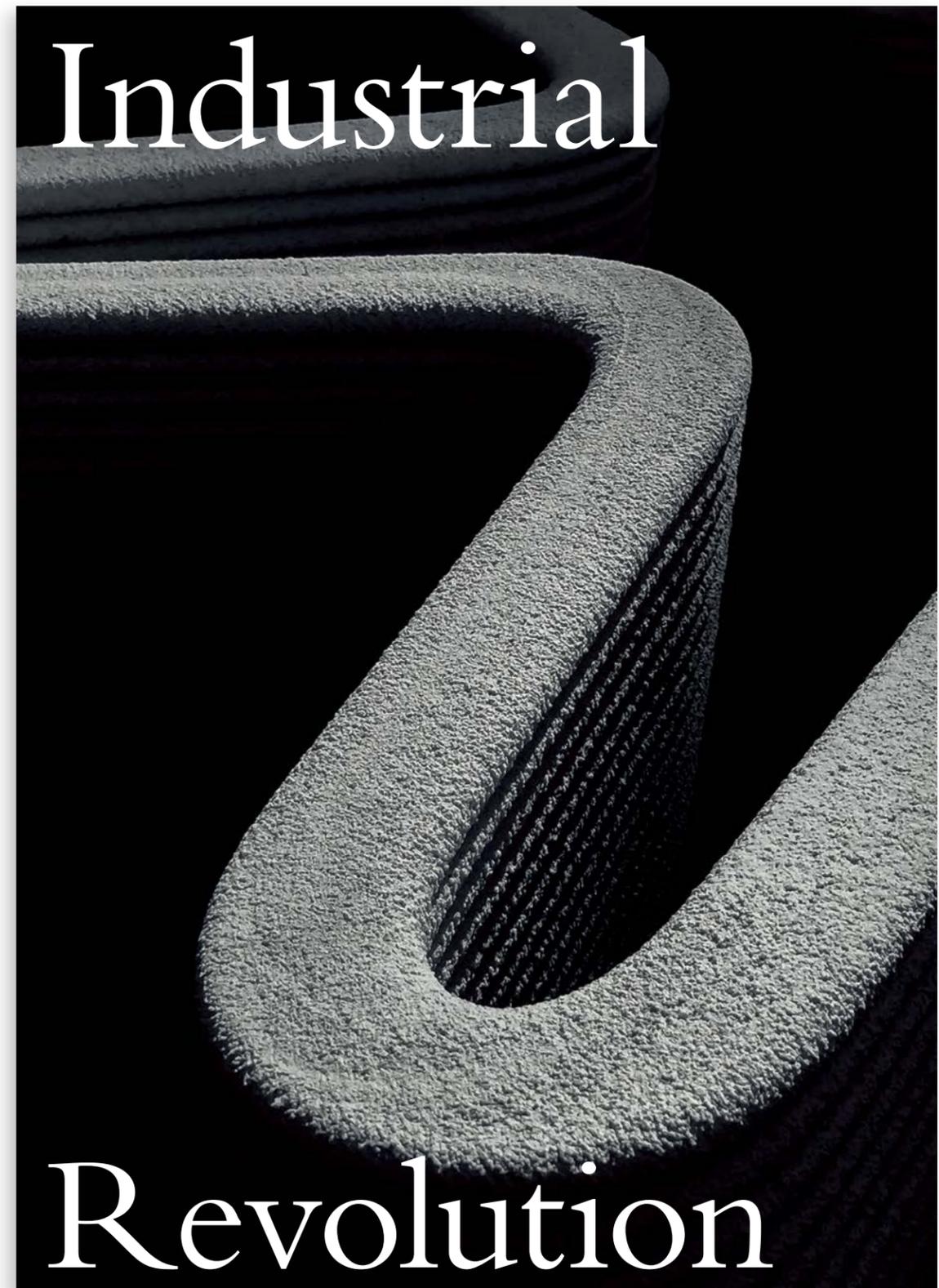
Prof. Thomas Kurnicki is a data and analytics consultant, Hult alum, and data science and programming professor in Hult’s Masters in Business Analytics program. He has worked for Wells Fargo and CBRE in San Francisco, been involved in venture capital in Silicon Valley with Keiretsu Capital, and has co-founded two companies in his native Poland. Thomas is focused on implementing quantitative solutions in the investment management industry. He’s passionate about implementing data-focused projects in fields and industries that are on the verge of technological disruption.

Prof. Kurnicki’s latest book, *Learn R by Coding*, is a highly practical textbook for students or anyone wanting to learn more about how to code and is available on Amazon now.



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Fads and trends may come and go, but industries weather the change. The giants of global commerce are working hard and fast to ensure they are future-proofed in an unpredictable climate. Take a look under the hood of three veteran sectors—automotive, fashion, and finance—and meet the inspiring alumni on the cutting edge.

Advisor, CEO & Co-founder

Masters in International Business

Class of 2017

Dubai, UAE

@rubikingdom



## Luca Rubino

When serial entrepreneur and masters graduate Luca Rubino joined Automobili Pininfarina, he did so at a time of huge change—both for the brand and the wider auto industry. The heritage-steeped car manufacturer is on the brink of delivering the Battista, the world’s first pure electric luxury hypercar. “The entire transportation system is changing,” says Luca. “Electric is the future, and we want to be a part of that.”

His role as Global Head of Digital has changed too, reflecting a more connected and collaborative workspace for car manufacturers and lifestyle brands alike. “It’s about how many dots you can join,” Luca says of the partnerships he curates. “We’re an Italian brand—we’re the home of good cuisine and amazing arts, fashion and jewelry included, and there are a lot of things in common between the person buying a luxury hypercar and the person shop-

ping for designer clothes in Milan. Brands are starting to understand that it’s important to exchange, collaborate, and connect these experiences.”

Automobili Pininfarina is moving fast, leveraging 89 years of design expertise to build a brand for the future. “We’ve been monitoring what governments are doing, and there are already cities—and nations—imposing restrictions on non-electric vehicles,” says Luca. “Sure, we can come up with an amazing car with a huge engine for 2020, but where’s the innovation? That’s why we took on the big challenge to go electric.”

With Tesla sales setting a precedent and new generations more engaged than ever in environmental causes, Luca’s outlook for the EV industry is optimistic. “Some markets are ready for this; others will take a little more time. But it’s really moving, and we are confident.”

### Hult Hires Hult

Looking for proven talent for your business? There’s no place better to look than the Hult community. Follow Hult Hires Hult on LinkedIn or contact [hulthireshult@hult.edu](mailto:hulthireshult@hult.edu) to post your own vacancies and business challenges on Hult’s internal student job board. You can also post roles for fellow alumni directly on Hult Connect’s job board.

## Electric Vehicles: A History

1832



The first electric vehicle is pioneered by Robert Anderson in the UK

1990



Lithium-ion batteries go mainstream in the GM EV1, Toyota Prius, and Honda Insight

# 2021

230+ EV models are anticipated on the global forecourt

1908



Ford’s Model T converts mass audiences to fuel

2010



China becomes the world’s biggest market for EVs

Past

Future

2003



Tesla incorporates; a year later, Elon Musk takes the wheel

1898



Ferdinand Porsche launches his eponymous brand with the electric P1

# 2024

EV sales are predicted to reach 1M in the US, 3M+ in China

Source: Bloomberg

Predicted

Alongside partnerships and collaborations, Luca is a passionate advocate of seamless cloud-based marketing operations. "Our business model (at Automobili Pininfarina) is asset-light. We've built the brand in a short period of time and the innovation started early, working with colleagues in product and sales to make sure our entire operation was up in the cloud."



Not content tackling just one industry, Luca continues to innovate outside of his role at Automobili Pininfarina. His most recent venture, Picta Design, provides a digital platform to up-and-coming artists—and builds on experience gained from two fashion jewelry startups and his original import/export business, Sweet Sicily, founded during his undergraduate studies.



The fashion industry is about to get a whole new look. The explosion of ecommerce and the impact of the modern-day influencer has allowed “fast fashion” to flourish at a time when our planet is calling for dramatic slowdown. Monica Muriel, EMBA graduate and entrepreneur currently based in China, is taking the fight into her own hands with Zurita, a sustainable fashion brand whose principles and processes are designed for a fairer world.

## Monica Muriel



CEO & Co-founder

EMBA

Class of 2016

Shanghai, China

@wearezurita

**HULT** Monica, at Zurita you utilize natural fiber materials and re-purpose scraps in your pieces—is this what it means to be “sustainable” in fashion?

**MONICA MURIEL**

We do, but that’s really just the starting point; for the average customer, such materials are easy to see and understand. We offer services too; for example, we’ll fix your pieces once a year, and take them back if you’re not using them to ensure they have a proper end of life. But sustainability is really in our business model itself.

**H** How is it different to the average fashion brand?

**MM** We track everything we do. Just as we have monthly milestones for sales or followers, we



### Partner up

Collaboration is a key word in modern business. Find your next business partner among 8,400+ Hult alumni on Hult Connect.

have milestones for sustainability: whether that’s the percentage of natural fibers we’ve used or the amount of waste we’ve created. Using data we can minimize the number of items we produce and offset our carbon footprint, all while using fair materials and paying fair wages.

**H** Does your data-driven approach affect how people shop at Zurita?

**MM** We currently have two digitalized stores and a central, online WeChat space. We knew we needed to be digital, but our customers like to see and touch the clothes. Our stores are unique smart-space concepts—they’re like LEGO. We can set them up anywhere in just eight hours, which allows customers to browse and touch before making their purchase online. The displays and pricing can all be managed in real time and made relevant to the surroundings.

**H** What happens once I place my order?

**MM** Our customer can decide to receive the product now, tomorrow, or in five days’ time, with discounts for doing so. Choosing five days means we can produce that piece just for the customer. The more we can do this, the less inventory we have to carry, the less overstock we create, and the fewer resources we use. The system is all about circularity.

**H** How do you get your message out there?

**MM** Zurita’s models are its customers—it’s more realistic and inclusive, more human. We try to support different charities in our community by donating and participating. We partnered with Home Sweet Home to help homeless people learn vocational skills, including sewing. We’ve built a bit of a reputation now for collaboration; people often get in touch to say, hey, what can we do together?

**H** What’s next for Zurita?

**MM** Scaling up! More of our smart retail spaces, more consciousness, and more change.

Fintech has captured the imagination of millions of people around the world—Hult alumni included. Three graduates share their take on the current markets, what got them invested, and the fin-trends to follow.

Growth Launcher | Bachelor of Business Administration, Masters in International Business | Class of 2017, 2018

Singapore & London, UK | @sarveenchester

## Sarveen Chester

Sarveen Chester is Growth Launcher, International Expansion, at Revolut in Singapore and was recently named a Leader Under 30 at the Singapore Fintech Awards. He studied both his undergraduate and masters degrees at Hult, where he was also director of Hult Founders' Lab.



- HULT** How did you get into fintech?  
**SARVEEN CHESTER**  
 I wanted to be in a fast-growing tech space that affects the masses and thought, the one thing that everyone needs to manage is money. I started using Revolut when I was living in London, and now I'm launching the company internationally.
- H** Media for market intel:  
**SC** *Radical Candor*, Kim Scott; *Quiet*, Susan Cain; *Harvard Business Review*
- H** Most-used industry buzzword?  
**SC** Disruption
- H** The future of fintech is ...  
**SC** Disruption
- H** What's hot?  
**SC** Biometric payments
- H** What's not?  
**SC** Virtual reality in finance
- H** One to watch:  
**SC** Quantum computing

**Challenge the challengers**

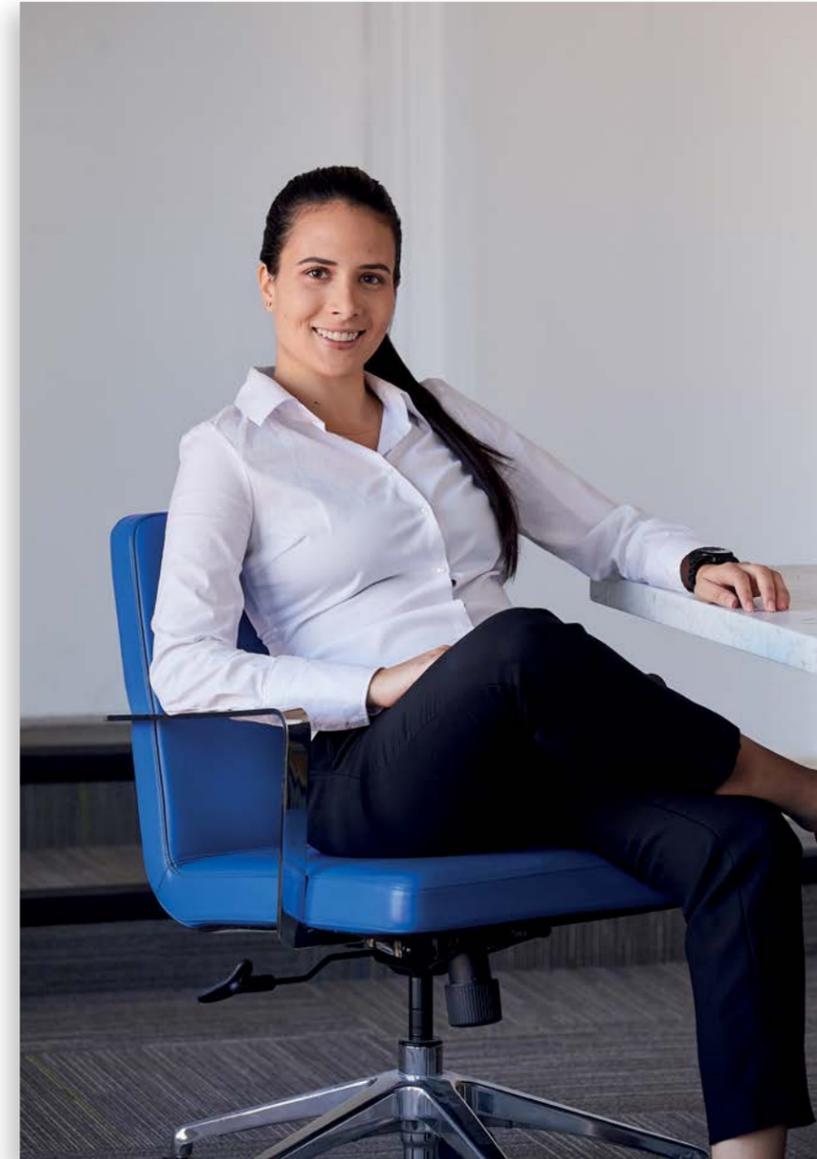
Do you work in an evolving field? Bring your business to Hult to lead a live client challenge for current students. To find out how, contact us at [global.er@hult.edu](mailto:global.er@hult.edu).

Senior Associate | Bachelor of Business Administration in Finance | Class of 2018

San Francisco, US | @valentinatristanv

## Valentina Valencia

Valentina Valencia specialized in finance during her undergraduate degree and soon after graduating forged her path in fintech. Today she is a Senior Associate at Arc Labs, a San Francisco-based, early-stage credit fund that provides debt capital to VC-backed lending startups.



- HULT** How did you get into fintech?  
**VALENTINA VALENCIA**  
 I secured an internship in customer service for a Series A fintech company at a Hult careers fair. From there I moved into sales, eventually transferring into the company's finance department as an analyst. After a few years I moved into a debt fund.
- H** Media for market intel:  
**VV** *The Big Short* and *Madam Secretary*—both well-suited for analytical minds. On YouTube: Indra Nooyi, Jamie Dimon, and National Geographic's "City of the Future: Singapore" have all caught my eye recently.
- H** Most-used industry buzzword?  
**VV** Proptech
- H** The future of fintech is ...  
**VV** Female
- H** What's hot?  
**VV** Private debt funds
- H** What's not?  
**VV** Venture capital
- H** One to watch:  
**VV** Klar

### Emerging electives

Find electives on breaking topics—including those in fintech—on the Hult lifelong learning agenda. All alumni qualify for one elective per year, on any campus or rotation center, for life. New programs and sign-up information will be released in early 2020, to run May–July.

CBDO

MBA

Class of 2015

Palo Alto, US

moeco.io



Marina Wolters Rihani

Marina Wolters Rihani was already working in technology when she enrolled in her MBA at Hult. A deep dive into financial topics led her to combine the two fields, and she is now the co-founder of both the IoT-meets-Blockchain venture Moeco and the Blockchain by Women community group.

HULT **How did you get into fintech?**

MARINA WOLTERS RIHANI

Until my MBA, I had studied economics but little finance. I was working in tech my whole career, then at Hult discovered these deep-diving and well-taught courses that gave me a new love of the whole world of finance. Fascinated by it all, when I graduated I thought I should leverage my tech skills and go into fintech.

H **Media for market intel:**

MWR Inside newsletters and following investors on Twitter

H **Most-used industry buzzword?**

MWR Stablecoin

H **The future of fintech is ...**

MWR Decentralized

H **What's hot?**

MWR Financial health

H **What's not?**

MWR Buzzwords

H **One to watch:**

MWR Square Cash App

# The Future of Marketing, Starring: You

Imagine this scenario. You're at a crowded party, catching up with a close friend, and oblivious to the hum of voices in the background. Suddenly, 20 feet behind you, you hear it: your name. Moments ago, you had no idea what the person was talking about, but now your ears are glued to the conversation circling your name. Psychologists call this the cocktail party effect. →



By Prince Ghuman  
Marketing professor, Hult International Business School



Research shows we have a special kind of attention not just for our own names, but for our faces as well. In other words, a visual “cocktail party effect” exists. The most interesting thing about the visual cocktail party effect is your brain recognizes your face even when you consciously don’t.

*Technology has entered the chat.*

Rather, the technology behind deep fakes and facial recognition has entered. With technology, the future of marketing will entail deep fakes of ourselves. You will advertise a product *for* yourself. It’s not a matter of *if* our faces will be used by advertisers to persuade us but when and how.

Alumni perks

Prof. Ghuman teaches the Neuromarketing elective at the San Francisco campus. Don’t forget to take advantage of your annual elective to stay up to date with trending topics. Look out for this year’s registration link in your alumni newsletter, on social channels, and on Hult Connect.

Here are two speculative ways:



*Social media marketing*

Imagine scrolling through your newsfeed mindlessly on the subway, liking pics, and ignoring ads until you realize the person modeling these trendy new shoes is ... you! You don’t have to see that it’s your face consciously. The mere presence of your face (or one that looks like your face) in an image will drive your attention to the ad subconsciously.

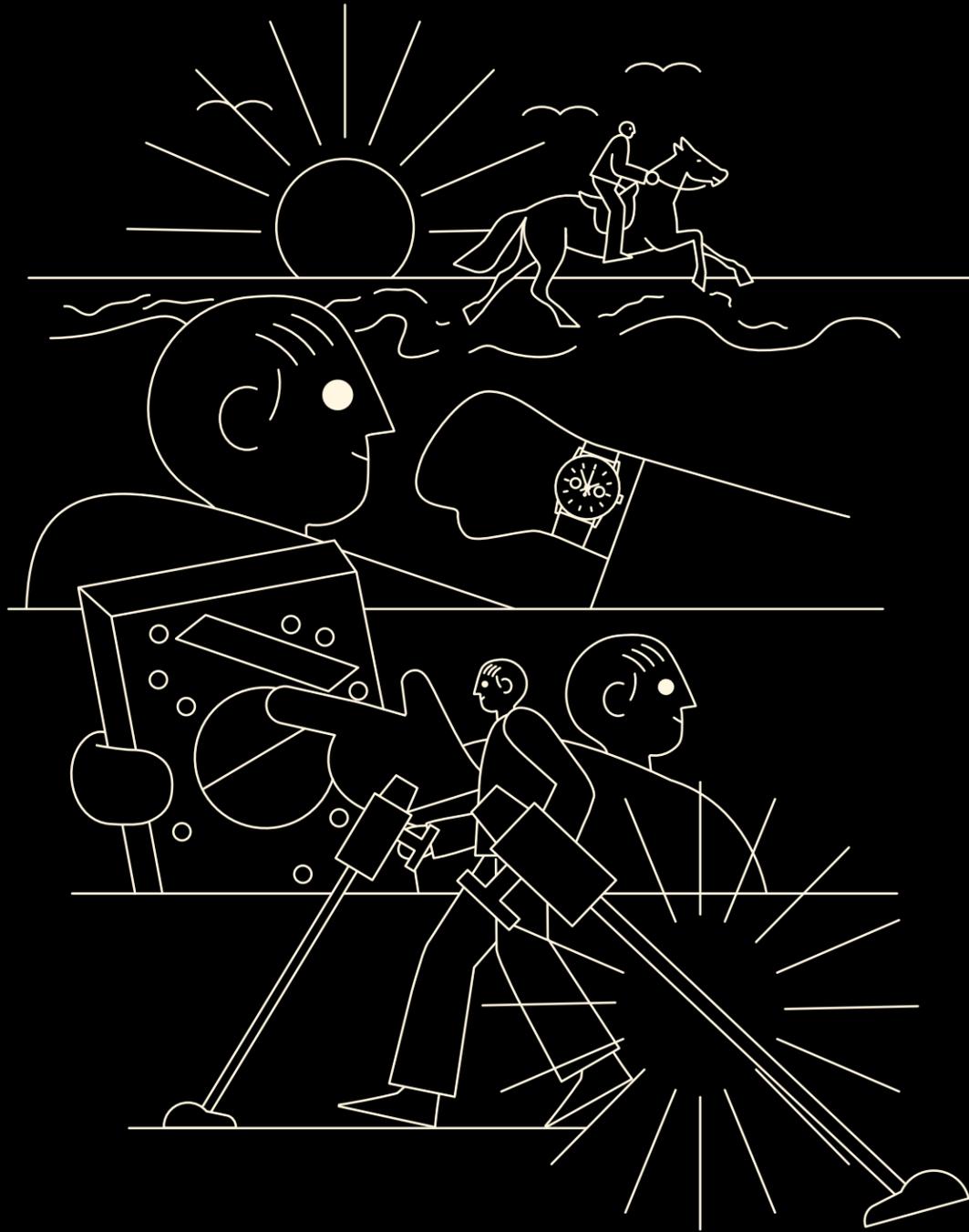


*Storytelling*

Pictures are a start, but the technology exists for ads to take the form of full-on videos. The next *Avengers* trailer could feature Captain America rescuing you. Imagine digital short stories in which the protagonist (or antagonist) is you. Who doesn’t want to star in their own movie?!

The exact form of this new wave of personalized ads remains to be seen. But one thing is clear: the future of face-based, personalized, deep-fake marketing is here. Along with it comes an ocean of opportunity for marketers, a fresh headache for regulators, and new puzzles for ethicists.

The future is coming.  
What role will you play?



Prof. Prince Ghuman started his first company while attending UC San Diego. He was the founding Head of Marketing at one of the earliest automotive ecommerce platforms. Most recently, he held dual roles as the Director of Consumer Marketing, North America, and the Director of B2B Marketing, Global for OFX, a publicly-traded fintech company. His company PopNeuro.com provides neuromarketing certifications for practitioners looking to apply neuroscience to business.

Prof. Ghuman's forthcoming book, *Blindsight: The (Mostly) Hidden Ways Marketing Reshapes Our Brains* (BenBella Publishing), is due for release in May 2020. Prince has pre-released an ebook exclusively for Hult alumni — go to:

→ [popneuro.com/hult-alumni-magazine-ebook](https://popneuro.com/hult-alumni-magazine-ebook)  
for your complimentary edition.

# Future Flex

The constant in our working lives? Change. It makes one quality in particular—adaptability—the hot ticket for 2020. From hard skills to soft, old skills to new, the ability to switch between registers will dictate success in years to come. Welcome to the new age of adaptability quotient—or AQ—as told by the alumni already living in it.



Your skillset can transform your career trajectory. But can it change the course of an industry across whole countries? Result: affirmative. Combining the hard skills of his PhD in Pharmaceutical Sciences with lessons learned from his EMBA, Egyptian national Omar Sakr is making huge strides in putting the Middle East on the scientific research map.

The Middle East and North Africa (MENA) region has long been lacking in scientific innovation; some sources cite the impact of widespread political turmoil in recent years. It has made for a difficult gap for graduates in the field. “Many of my fellow scientists wanted to return home after their studies,” says Omar, “but were unable to due to the lack of cutting-edge research facilities.”

For years, Omar explains, research remained captive in poorly equipped labs and seldom outsourced to Europe, leading to low-quality results. He decided it was time to step in. Today his company, Nawah Scientific, makes innovation accessible to those in and around Egypt through its high-quality, online research laboratory service.

## Omar Sakr

The process is simple. Any scientist can go to Nawah Scientific’s website, choose the test they want to perform, and fill out an online questionnaire. A courier then collects the sample from the client. Nawah’s team carries out the analysis and then posts the results in their online portal. “It’s like a shopping experience. And it works like magic.” Alternatively, scientists can choose to rent the equipment and carry out the research themselves.

But even achieving buy-in came with cultural challenges. “We were initially refused seed capital because investors simply didn’t believe science could flourish in the Middle East,” explains Omar. He quickly proved the skeptics wrong and within a few years had analyzed close to 30,000 samples across nine countries, including for 32 universities. They will soon open new hubs in the Gulf area and North Africa, bolstered by a recent award of \$150,000 as second-place winner in Jack Ma’s inaugural African Netpreneur Prize, putting the MENA region firmly on the map for biotech and life science innovation. Says Omar, “We’ll be running another round of investment next year. The business is really running well; we’re almost tripling revenues year-on-year and expecting to raise ~\$5M by mid-2020.”



What’s a memorable experiment his team has worked on? “A recent project involved a very high-tech, cutting-edge development as a treatment for liver cirrhosis. I can’t say too much about it at this stage, but it’s potentially groundbreaking—so watch this space.” And this sums up the endgame for Omar: “If the region has high-tech research at its fingertips, then science will become transformed into products. We can create transformative ecosystems and push them to market through scientific research.”

# 5 Trends in Innovation

Director of Operations

MBA

Class of 2014

London, UK

@eleonora\_ferr



## Eleonora Ferrero

Eleonora started her role as Head of European Operations at Mind the Bridge just as she was wrapping up her MBA at Hult San Francisco and the company was expanding into Europe. In a company that matches startup talent with innovation-hungry corporates, in a role demanding an entrepreneurial approach to growth, Eleonora has been on the front line of innovation for the past five years. Here are her observations on trends in the field.

### The mighty corporates

When I started in Europe five years ago, large corporates were hiring Mind the Bridge to scout for innovative startups. Now, a few large corporates are running programs independently—they have investment departments, they run accelerators, or have specific procurement practices to connect with startups. However, most organizations are still exploring what innovation means for them, and how to execute on it. The issue can be the attitude “we’ve been here for the last 50 years, we will probably still be here in another 50”—which is simply not true.

### Skills for a lifetime

Lean into Hult lifelong learning to ensure your skills stay up to date with the world around you. Join the 500+ alumni who chose to take an elective in the summer of 2019; become a stronger leader at Ashridge—or maybe it’s time for an MBA? Explore your many options at [hult.edu](http://hult.edu).

### The speedy startup

Startups can move at ten times the speed of a corporate. They know they will mostly fail unless they are very good and very lucky. From startups, I’ve learned to fail fast. In my role in charge of a team of 20 people, I’ve had to develop a startup-friendly way of working. Meaning, we need to fail fast and learn even faster.

### Cities are the new countries

In the past five years, we’ve seen certain cities develop themselves more as innovation centers. Most obviously London, but also Berlin. Lisbon has grown significantly. Barcelona and Madrid, as well as some cities in Eastern Europe. We’re moving from startup countries to startup cities—cities that are able to attract freelancers, developers, and startups with innovation-friendly legislation.

### The future is scenario planning

Job search and hiring is changing so much. Now, innovation is everywhere; we can’t use yesterday’s case studies to make decisions. The skills that the new workforce need are much closer to scenario planning. Most new hires are asked to artificially simulate futuristic scenarios. They need to go into a new role imagining what the world of 2025 will look like and take an educated guess on the skills, knowledge, and decision-making processes to undertake and propose to their company.

### RIP JD

Traditional job titles and job descriptions—those things aren’t so relevant any more. The really important thing, in my experience of working with 10,000 startups per year, is to be able to see trends and understand how to map and adapt them to your company or your project, and then take decisions accordingly.



# Dear Danny

The robot revolution may be coming—but we’ve got some human questions to ask. MBA graduate Danny Goh is a serial entrepreneur and early-stage investor. He recently co-authored *The AI Republic*, alongside Dr. Terence Tse and Hult professor Dr. Mark Esposito, and is founder and CEO of Nexus FrontierTech, an AI research firm helping organizations to run better, leaner, and faster. We pitched him some of the pressing questions asked by tech entrepreneurs today.



Danny Goh

CEO   MBA   Class of 2017   London, UK   [linkedin.com/in/dannygoh](https://www.linkedin.com/in/dannygoh)

## Human to human

Interested in sharing your success stories with the Hult community? Reach out: [alumnirelations@hult.edu](mailto:alumnirelations@hult.edu).

## Q: Dear Danny, What’s with all the scaremongering around AI?

From, Fearless (For Now)

DANNY GOH

It’s true, there’s a lot of fear out there. But computerization is really only going to assist humans, not replace them. In order to solve a problem, we need to know exactly what that problem is. Only then can we consider automating the process. We have so many problems right now, and we don’t even know the sources. More than 80% of human time is spent reacting to instant problems—did you use your left or right hand to pick up the toothbrush this morning? These actions are spontaneous; you can schedule your whole day, but the actual and scheduled events won’t have much crossover. Until we’ve worked out the exact objectives for machines to handle that could benefit us, there’s no need to panic.

## Q: Dear Danny, Let’s cut to it—will AI take my job?

From, One Foot Out the Door

DG

No need to go just yet. Let’s consider for a moment a little thing called evolution. Mankind has never stopped evolving its job skills. All these new job titles we’ve created and the ways of working, including AI—it’s a trend we can never stop. That’s the scientific view. From a social side, technology is evolving faster than 99% of people can handle. It creates “social disturbance” and needs top-down intervention to make it work. Without it we see a marketplace vacuum, as we are seeing now, in certain, mostly white-collar, fields. That might not feel great, but it’s the truth, and it won’t be reversed. It is still critical for humans to use and interpret the data produced; AI is like an upgrade that allows us to go further, faster.

## Q: Dear Danny, How do you stay informed in this era of data overload?

From, Too Many Tabs Open

DG

Personally, I keep a minimum of two hours aside for reading the news every night. That’s my golden rule. Because of that, my pitch to clients and investors is updated weekly. My team calls me crazy, but that’s how I ensure the company stays close to the markets and pivots the right way, rather than waiting for them to respond to us.

## Q: Dear Danny, How do you build a strong team?

From, Teamwork Makes the Dream Work

DG

Having the same mindset, regardless of capability, is key. For me, it’s about integrity. Sometimes the problem will be within my knowledge, sometimes it’s within yours; but you need complete trust from all.

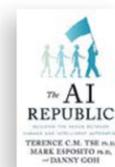
## Q: Dear Danny, I want to work in AI, but don’t know how to get in. What kind of roles should I be looking at?

From, AI: Ambitious and Intrigued

DG

Right now, there’s a big gap between the technical and business worlds because the technology is moving so quickly and business is failing to adapt at speed. What we need most in industry are project managers who can help to bridge that gap and implement these technologies. The trend has moved from last year, where we were paying millions of dollars to AI scientists. Right now, we’re looking for those businesspeople who can understand AI. It’s the reason for our book—it’s not a technical read, but we’re trying to impart some technical insight to businesspeople, ultimately to make our projects bigger, better, and more impactful.

“The AI Republic” by Dr. Terence Tse, Dr. Mark Esposito, and Danny Goh is available now.



# Master of Her Own Message

## Arielle Shnaidman



Your greatest asset? Yourself. While treading a relentless path to “success,” Arielle Shnaidman realized she no longer recognized her destination. A little introspection and a career pivot later, she is thriving as a brand and messaging coach, helping ambitious women everywhere assert their worth.

**HULT** What prompted you to start a business in coaching?

ARIELLE SHNAIDMAN

Instead of leaning into my natural qualities and gifts, I was pushing myself to be “more this,” “more that”—more “masculine.” I never thought I was good enough. In spring 2018 I was on the verge of a panic attack when I realized the ladder I was so busy climbing was leading me somewhere I didn’t even want to go. I didn’t want to become a director or VP of marketing, yet I was running myself into the ground for it. I started getting clear on what my vision for my career, my life, and myself was: I wanted to use my marketing skills and natural talents to empower entrepreneurial women.

**H** What have you learned from your badass clients?

**AS** That we all have unique talents to share with the world. We just need to muster the courage to bet on ourselves and seek out the support we need to make our vision real. We all have a “secret sauce”—an X factor that makes us powerful and highly valuable in the market. The difference for my clients is that they have decided to invest in themselves and move forward, despite their fear. They have reminded me that as long as we trust our ability to figure it out—anything is possible.

**H** Where do you look for inspiration and community?

**AS** When I started my business, I didn’t have many people in my corner doing the same thing. I felt a bit isolated and lonely and needed to surround myself with other women embarking on the path less traveled. So I set out to connect. I’m a member of the community Dreamers & Doers, as well as Slack groups like Work Brighter and Ladies Get Paid; I’m also a member of The Wing, and I’ve found other entrepreneurs, who I now consider dear friends, through Instagram. Community doesn’t just happen—you need to seek it out and invest in it.

**H** What does the future of work look like?

**AS** I think freelancing and entrepreneurship will become even more popular. The cost of living in cities continues to skyrocket, and the jobs we thought were safe are turning out not to be. I think people will start betting on themselves more and taking their earning potential into their own hands. More people want multiple streams of income, more flexibility, and more agency in their lives. With all of the technology tools and co-working spaces we see popping up, it’s making “solopreneurship” easier and more appealing than ever.

Business & Mindset Coach

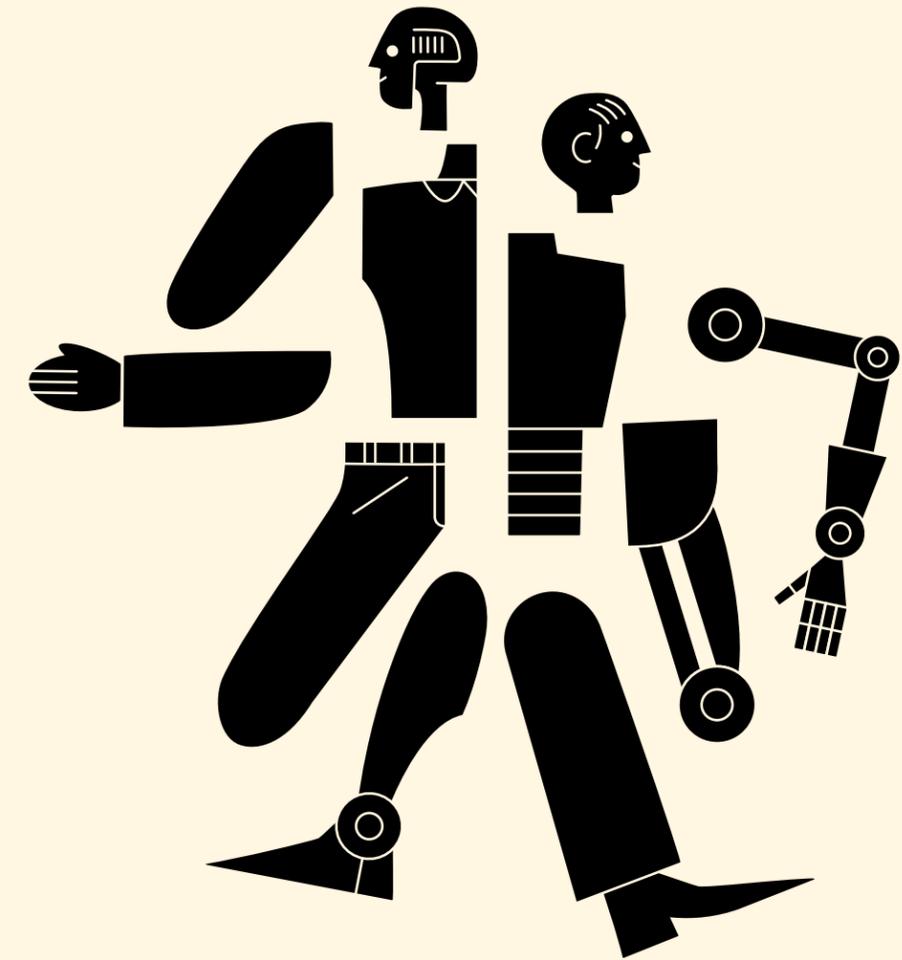
Masters in International Marketing

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New York City, US

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By Olaf J. Groth  
Strategy, innovation & economics professor,  
Hult International Business School



## Symbio-Intelligence: Human & Machine Working Together

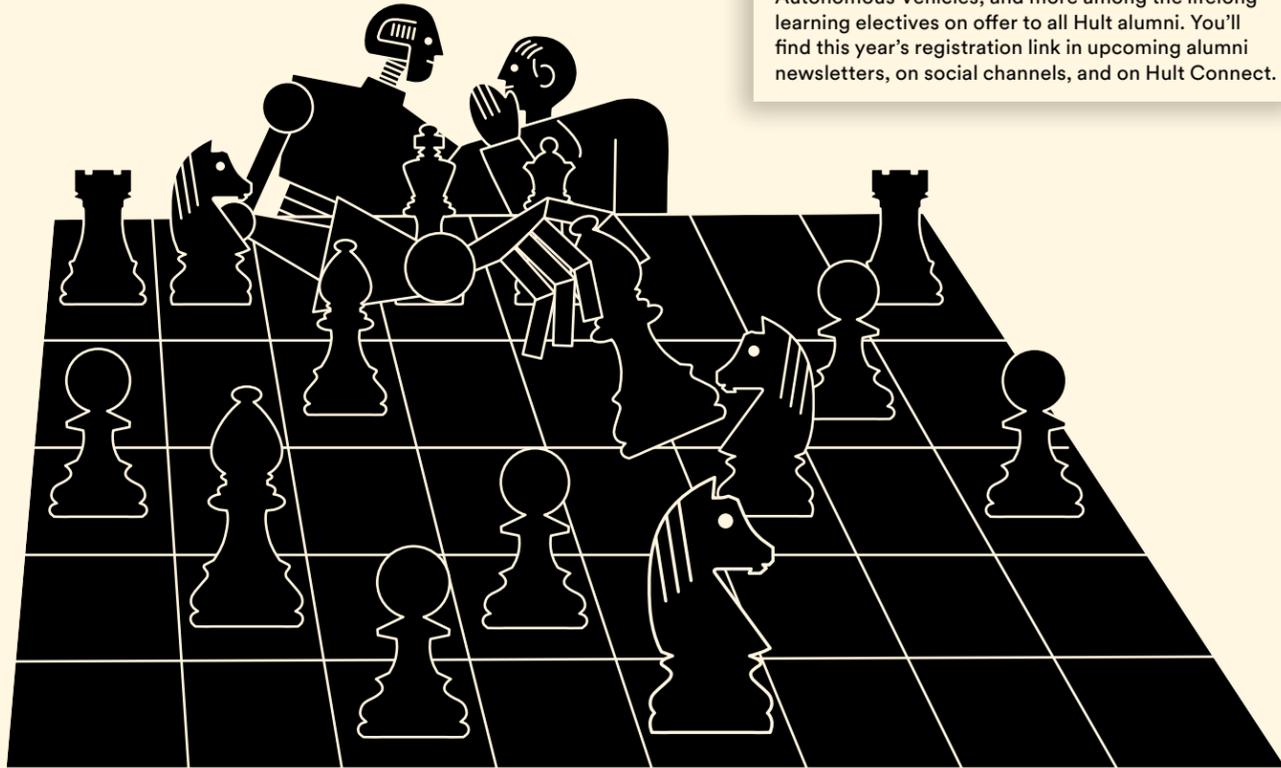
The potential of Artificial Intelligence (AI) for the global economy is enormous. By 2030, AI is expected to boost global GDP by 14 percent, opening opportunities for efficiency gains and new markets, but also penetrating all areas of global society—from mobility, medicine, and literacy to crime fighting and climate change mitigation.



Perhaps most notable for business leaders, AI brings disruptive change to how we work, learn, and earn. Already, scientists can control a robot arm via a human brain, and experts at Stanford University have found a way to allow paralyzed people to work functions on a tablet. These capabilities have profound implications for how we

### Face the future

Find topics such as AI, Robotics, Cybersecurity, Autonomous Vehicles, and more among the lifelong learning electives on offer to all Hult alumni. You'll find this year's registration link in upcoming alumni newsletters, on social channels, and on Hult Connect.



design and lead organizations in an era of cognitive computing.

To figure out how, we're diving deep into what we call "symbio-intelligence," a symbiotic relationship that partners the best of human and machine intelligence. For example, the days of humans beating smart machines at chess are long gone, says former chess grandmaster Patrick Wolff. Pairings of human grandmasters with AI-powered chess applications, however, can beat even the best machines.

In this "centaur chess," human and AI capabilities enhance each other. The human chess player sees an image of a chess configuration, envisions a winning constellation, and then develops a strategy to get from current to winning states, Wolff explains. Meanwhile, the computer calculates likelihoods and recognizes patterns in the match as it evolves, recommending changes to the strategy on the fly.

This is the future of work, too: human-machine pairs playing at a higher level of purpose, creativity, and productivity. Hence, the fear of competition between human and machine is overblown in the mid- to long-term.

In the near term, though, machines will displace humans in routine tasks. The economics of efficiency will drive for that.

Prof. Groth is co-author (with Mark Nitzberg, PhD) of the acclaimed *Solomon's Code: Humanity in a World of Thinking Machines*, Pegasus Books, 2018, which explores the social and ethical implications of the rise of AI and is available on Amazon.



As Hult-style responsible and ethical global business leaders, let us create jobs that allow humans to play at that higher level of fulfillment. If we get it right, we can create a cognitive economy with much greater job satisfaction for humans. But to do so, we need to look beyond economics and prioritize human growth alongside financial-economic growth.

This will require a values-based relationship with AI and a human-centric growth formula for business leaders.

Intelligent machines represent the transformative growth opportunity for humans and societies, not just for markets. The time to analyze, reflect, dialogue, and act on these implications is now!

So, let's get to it, and design the purpose-filled future of working, learning, and earning that people—and the global generation in particular—want to live.

Prof. Olaf Groth is a full-time professor for global strategy, innovation, economics, and futures at Hult, adjunct Professional Faculty at UC Berkeley's Haas International Business School, CEO of Cambrian Futures Inc. (a deep tech strategy and product development consultancy), and serves as a member of the Global Expert Network of the World Economic Forum. Prior to Hult, he spent 20+ years in corporate management and strategy consulting firms.



# Grow

# Your Own Way

No longer living by the (text)book, today's students have infinite knowledge at their fingertips. As our learning bandwidth increases, how do we gather the lessons we need—in school, in business, and in life? Never ones for "traditional" learning, Hult alumni are empowering themselves (and others) to evolve education for better, for all.

Silicon Valley has, since its earliest days, advocated the benefits of failure. Whether failing hard or failing fast, these are not just slogans but ways of life for some of the biggest names in technology today. But what does it really feel like to close a venture of your own making? What are the learnings, and how do you dust yourself off to try again? MBA graduate and serial entrepreneur Sabrina Palme shares her experience of coming through the flames fighting.



**Sabrina  
Palme**

In early 2018, things were looking good for Gartenzweg, the hydroponics venture started by Hult alumni Sabrina and Andre Quintanilha. With a prototype in place and market demand growing for their IoT-driven indoor gardens, the team was on the hunt for funding. “It was never an issue of interest from investors,” says Sabrina of the project. “But they wanted to come on board after we’d manufactured our first batch.” Without the means to go into large-scale production, it soon became clear that the business would need to make the difficult decision to cease operations.

“I compare it to being in a bad relationship,” says Sabrina today, now busy and settled in her role as entrepreneur-in-residence within an independent family office. “You’re so passionate about it, but you get to a point where you can’t continue and have to make the cut. Things come and go that give you hope and make you re-engage with your idea, and so you push another few months, but to do it over and over is exhausting.”

After telling the wider team and their multiple circles of support, the entrepreneurs were down—but not out. “I knew I wasn’t finished,” says Sabrina. “As much as those last months were draining, we didn’t regret a moment. The MBA had given us a lot of the knowledge we needed for Gartenzweg; but Gartenzweg was a whole life-changing experience by itself.” Buoyed with a new confidence and perspective, both she and Andre have gone on to develop a new venture, currently at ideation stage, that will push businesses to tackle increasingly important questions around data ethics.

Both personally and professionally, Sabrina continues to grow her knowledge and adapt to the changing working landscape: “For me, there was always a horror that whatever I ended up studying, I might get stuck with it. I’m currently teaching myself C++, as an absolute beginner. It’s about redefining your skillset, gaining new skills, because we are just moving so far and fast in technology and development. Discipline is key—that’s one of the challenges of teaching yourself new things.”

For all the fear around the term, it would seem then that failure isn’t, in fact, all that bad? “The most difficult part for me was telling people who had invested in us and ordered our products,” says Sabrina, “because I felt like we had let them down. We had some uncomfortable conversations, but the majority of people were very supportive. To develop a hardware product is huge; it may have failed, but I don’t feel devastated by that.” In that spirit: it’s on to the next one.

## Starting Up, Starting Over 10 Lessons to Take into Your Next Venture

### 1. Stay true to you

The startup world is, by nature, hectic, volatile, and all-consuming. “It’s easy to get caught up in it all and keep pushing for things,” says Sabrina. “On the inside you get so stressed out. Once outside, you see the issues are fewer.”

### 2. Bootstrap your business

Early-stage businesses can get stuck in the cycle of needing to create product to prove worth, but needing funding to create product. Focusing on the latter can lead to hasty decisions. Bootstrap as much as you can, and get creative. You’ll create value, keep ownership, and get investors coming to you.

### 3. Whatever you do, own it.

Don’t make it work for the sake of working: “It’s not my mentality anymore. Others will always have different views, but if I know how I want this thing to work and what I want it to look like, I’m not going to deviate too much from it.”

### 4. Listen, but not too much

Speaking of others ... be selective with feedback. Yes, you will receive a lot. No, you don’t need to take it all onboard.

### 5. The playbook is in your pocket

You’ve got experience on your side—and knowledge is power. “Having been through it all once, you’ll understand the development, what’s going to happen, the steps ahead—the next business model may not be exactly the same but you’ve got the playbook, and that in itself is calming.”

### 6. Take a deep breath

On that note: channel calm wherever possible.

### 7. It’s a rollercoaster. Ride it.

No one ever said startup life was easy. Prepare yourself mentally for the risks ahead by seeing the venture like a rollercoaster: there will be highs, lows, fear, exhilaration, and more. “We read stories about founders who were losing everything and neatly turned it all around,” says Sabrina. “It’s inspiring, of course, but not the typical journey.”

### 8. Little bit of luck

Right time, right place, right people all have their roles to play, and that can’t always be in your control. Hedge your bets and get out there.

### 9. The F word

“Honestly, the feeling of failure didn’t hit me as hard as I thought it would,” reflects Sabrina. “It’s easy for people to judge and say, ‘But you studied business, how did you fail?’ To them I would ask, well, what have you done? We tried, we had the guts to go ahead, and now things move on. It’s very much in how you deal with it.”

### 10. Be proud

Perhaps the easiest to forget in the moment, but most important of all: you did it. “We still have the original Gartenzweg at home, working like a charm,” says Sabrina. “It’s a reminder to me not just to live more sustainably and live those values, but of not regretting the journey. I’m proud of what we achieved and how far we got.”

#### Calling all entrepreneurs!

Inspired by Sabrina’s learnings? Looking for support from fellow business owners? See pp. 68–69 for an exciting new initiative in the Hult community.

Life can throw unexpected surprises, at any age. Masters graduate Hayden Shock was born deaf and battled serious health problems in his teens. Did it disrupt his learning path? Not for a second. He tells how, with positivity and grit, he has overcome the challenges.

## Hayden Shock



Communications Manager

Masters in International Marketing

Class of 2018

Burke, US

@haydenshock

“I was born with Goldenhar syndrome. It caused my deafness, and I am missing one ear. In every other way, I was a healthy baby. Being a deaf kid at school, it was very hard to integrate with the hearing students. I was always a few minutes behind because it took time for my American Sign Language interpreters to translate everything. Eventually, I learned how to communicate with hearing people through texting via phone or paper and pen.

I attended Gallaudet University as an undergrad, the only university in the US for deaf and hard of hearing students. Everyone there knew sign language. I never had one single communication issue at Gallaudet. There, I received the world’s most adorable hearing dog—her name is Remy. We had so much fun in my senior year, she really knows how to party!

A few months before I graduated from Gallaudet, I faced a huge, life-changing, kidney failure. I knew I was sick and needed a kidney transplant but I wanted to continue my education so badly. I applied to Hult in the summer of 2016, but I deferred and took a year off to focus on my health. On June 20, 2017, I was blessed to have a kidney transplant. My do-

nor gave me a second chance at life. My recovery time was very fast and literally two months post-transplant, I moved to Boston to start at Hult.

So many cultures in one building—it was an unforgettable experience. I joined the HSA as co-CMO and started the American Sign Language Club, as a lot of students were interested in learning sign language. It was like exchanging our cultures and experiences. It was such a beautiful thing to do.

Honestly, it wasn’t that hard to interact with Hult students; they welcomed me immediately. I never once felt fear. It could be frustrating because group projects took up a lot of time and interpreters often had to leave. I would be all on my own

with my group. Thankfully, they were very flexible with everything by communicating with me through WhatsApp, text, and email to keep me in the loop.

It was a new experience for Hult’s professors too; at the beginning they would accidentally walk in front of my interpreters! But they got used to it. I was never treated any differently. I was always involved in class discussions. I never felt left out.

Two months after graduation, I was proud to be employed by one of the nation’s largest non-profit organizations, the Military Order of the Purple Heart, as a Chief of Staff and Communications Director.

Keep living your life. Don’t quit. Never give up.”

**500k**

North Americans use American Sign Language (ASL) as their natural language.

**10%**

of all Americans have some degree of hearing loss.

**ASL**

is a complete and complex language with its own grammar, syntax, and regional variations.

### Learn ASL on the go



**The ASL App**

All of the basics needed to master conversational ASL

**Hands On ASL**

An interactive approach to fingerspelling using 3D models for accuracy

**YouTube**

Search “learn ASL” to find a world of free resources and challenges

### Emerging tech solutions



**Video relay services**

24/7, on-demand interpreters connect deaf callers with phone services

**Live subtitling**

Apps like Ava and Microsoft’s Translator service aim to document conversation to text in real time

**Hand tracking**

Haptic gloves can capture the movements of ASL, but miss the tonality and emotion portrayed by face and body

Founder

Masters in International Business

Class of 2013

Cairo, Egypt

yehiabadawy.com

Consider the digital skills you use on a daily basis. How many of those were taught to you at school? Today's education systems are facing an enormous challenge in equipping students with both the hard and soft skills to become capable, ethical, digital citizens. Consultant and entrepreneur Yehia Badawy took the problem into his own hands in his native Egypt, founding a coding summer camp to ready upcoming generations for their online future. His learning? The kids are doing alright.



## Yehia Badawy

Gathered on beanbags, a group of intuitive young students and their digitally savvy instructors discuss how to protect one's identity online. Tomorrow, they'll broach the thorny subject of cyberbullying. Next week, they'll consider the multitude of career paths they could take outside of the "traditional" trajectories of law and medicine. This is Camp Altitude, where teaching is conducted for the 21st century.

"We need to talk to parents about the skills of the future, not the skills of today," says camp founder Yehia, an ex-banker whose business interests include cryptocurrency trading as well as edtech. "We can't rely on digital and technological solutions without the people to actually develop them." Noticing how outdated computational learning was in Egypt, and inspired by the progressive approach of countries like Estonia, he set to work structuring a summer program that would teach students both the hard and soft skills critical to the 21st-century job market.

Year One was not without its challenges. "It's very hard to impart the philosophy of Camp Altitude on people who have not been through a wonderful learning experience," says Yehia. But as awareness has grown among parents and edtech solutions have evolved at pace, the status quo in

education is changing. "We're at this crossroads now—we know technology is good, but we're figuring out our policies," he says. "Should mobile phones be allowed in the classroom? Should we use apps not explicitly designed for the learning space? As years progress we'll think about education in newer terms, develop unique hardware and software implementations, and pose more challenges to the dogma, whether that's questioning standardized testing or choosing homeschooling. The assembly-line format of education is no longer valid."

Yehia's goal is to use his learnings from Camp Altitude to roll out more permanent after-school and weekend programs. He is also adamant that the curriculum goes beyond hard skills to teach students to work together collaboratively and constructively, and to build confidence in their abilities. The rewards and impact of his efforts are evident. "I had one student ask me, when considering future careers, can I really be a robotics engineer? Can a girl do that? She was nine at the time. I told her absolutely, and over the next few years worked with her mother to equip her with the resources to become that engineer. This stuff is much, much more rewarding to me than anything I could ever achieve on the stock market."

### Career Mapper

Unsure of your next direction? We're here to help. Hult's Career Mapper uses big data to plot your future path. Visit [careermapper.io](http://careermapper.io) to get going.

The need for quality, relevant education is pressing. China's global rise has opened up big opportunities in a market where booming population figures and high technology adoption rates are revolutionizing the landscape. MBA graduate Juan Pablo Venegas has spent the last decade in the country, experiencing such change firsthand. Today, he dedicates his career to building impactful edtech programs for tomorrow's digital leaders.

Global Partnership Director

MBA

Class of 2012

Shanghai, China

@pablovenegas77

## Juan Pablo Venegas



HULT **How strong is the edtech scene in China?**

JUAN PABLO VENEGAS

It is strong. Not because China has looked to disrupt edtech necessarily, but because they've become really good at two fundamental things. One, data collection and analysis; and two, applying learning algorithms that reveal consumer behavior. It's a killer combination that allows you, in time, to be successful at virtually anything. In edtech's case, you access what students are thinking and how they interact with your product or service, giving you better opportunities to deliver an exceptional experience.

H **What are some notable developments in edtech?**

JPV

Omnichannel education is interesting: mixing online and classroom-based education to give professionals the flexibility they need today. There's also OBC (online before campus), which allows you to gain a full year of credits online before going to campus for an in-class session and assessment.

Another step forward is the "unbundling" of degrees, meaning credits can be combined from multiple institutions. This is even better when it means that those external credits can come from industry-led courses with a strong skills-focused, practical component—like the ones Microsoft or Alibaba are teaching.

H **What's your outlook on the future of education?**

JPV

Education on the whole hasn't really changed since I've been in the industry, which is scary because everything else is moving so fast. Schools should be redesigning their curricula to reflect the changing times, adding more soft skills components that make our students more "human" and ultimately irreplaceable in an AI-driven workplace. Right now we're only working on programs that offer a clear career path toward growing, relevant, and future-proofed industries. Alongside that we're forming alliances with leading companies within those industries, to provide the internship and career options students need.

### Currently in China?

Connect with Juan Pablo to join alumni activity across the country. Find him on LinkedIn or on WeChat at [pablovenegas77](https://www.linkedin.com/in/pablovenegas77).

# Entrepreneurs: Your Network Needs YOU



## Cristian Fournies

Entrepreneurship for many means independence: pioneer an idea, work as and when needed, and answer to your own rules. But can these game changers ever feel a little ... lonely? Enter Cristian Fournies, founder of the Hult Entrepreneurs Network (HEN), who's on a mission to bring entrepreneurial alumni together.

“Accountability. That’s the thing,” says Cristian Fournies from his home office in California. A serial entrepreneur himself, Cristian was prompted to create a group for like-minded alumni after realizing the common ground among an increasing number of Hult founders. He uses the adage of a frog in boiling water to illustrate his point: “When you’re working alone, on a new service or product, how do you know what good looks like? What do you do when the unexpected happens? We’d like to think we know when something’s wrong, when to stop, and when to get out. But when you’re doing something yourself, the stakes are always high—you can’t always recognize the point when things become truly uncomfortable.”

CEO & Co-founder

MBA

Class of 2014

San Francisco, US

[tiny.cc/hult-hen](https://tiny.cc/hult-hen)

Cristian’s own path to entrepreneurship has balanced ventures of his own with stints at Chilean construction firm Melón and software giant Salesforce. He describes these roles as “pivotal” in making him see the pros of entrepreneurship versus the traditional workplace. One of his greatest takeaways, however, was the importance of team.

Seeing an opportunity, Cristian approached the alumni relations team to gauge interest in forming a network for entrepreneurs and conducted a study among alumni to determine the ingredients for a thriving community. One year on, Hult Entrepreneurs Network has 50+ members around the world, who share their learnings, advice, and opportunities through an online portal and connect over a series of webinars and events. Business is conducted on nine founding principles and works to create the sounding board of accountability that first brought Cristian to the idea.

### HEN Principles

1	Be respectful: of each other and ideas
2	Hold each other to account
3	Open your mind
4	Decide <ol style="list-style-type: none"> <li>1. What you want</li> <li>2. What is true</li> </ol>
5	Care not for what others think
6	Pain + reflection = progress
7	Put sales anxiety in its place
8	You came to learn, not to sell
9	Promote these values

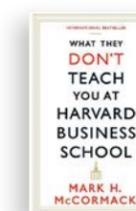
### Be a part of it

Do you have entrepreneurial experience to share, or questions to ask? Connect with fellow alumni through the Hult Entrepreneurs Network. Visit [tiny.cc/hult-hen](https://tiny.cc/hult-hen) for more information.

### Reading List



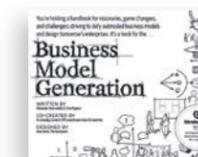
*Originals*  
Adam Grant



*What They Don't Teach You at Harvard Business School*  
Mark H. McCormack



*The Hard Thing About Hard Things*  
Ben Horowitz



*Business Model Generation*  
Alexander Osterwalder and Yves Pigneur



## Shanghai, China

### Where you go, we go

With 70+ chapters worldwide, we hope there's an alumni chapter near you. If not—why not start one? Contact [alumnirelations@hult.edu](mailto:alumnirelations@hult.edu) to get started.

“When we took charge of the chapter leadership back in December 2018, it felt right to conduct a big survey to understand what our community looks like and what’s expected of our efforts. The results became the compass that guided our events this year, including the very successful Volunteer Time Auction held on Alumni Day, which won the global award for most impactful initiative. Since our official January kickoff, the chapter has held monthly events ranging from workshops in e-commerce to classes in real estate management. We have a big goal to further integrate our Chinese alumni into the community, and are proud to say we held chapter workshops exclusively in Mandarin for the first time. We’ve also supported the Shanghai enrollment team to connect with the next generation of Hult students. Our leadership team has become very close, as we share the same vision of building a strong community. We’ve all signed up for one more term and are growing the team to welcome more members to help us achieve our ambitious plans for 2020!”

### Chapter Leadership

#### How would you describe the Hult alumni community in one word?

Ashley Fernandes, Class of 2012 .....“Family”  
Chen Mengying, Class of 2017 .....“Powerful”  
Dušan D. Neši, Class of 2014 .....“Sharing”  
Guillaume Gimonet, Class of 2019 .....“Diversity”  
Juan Pablo Venegas, Class of 2012 .....“Driven”  
Kevin Ramos, Class of 2012 .....“Family”  
Monica Muriel, Class of 2016 .....“Open-minded”  
Sheng (Eric) Li, Class of 2019 .....“Families”

# Paris, France

“For us, giving time to the alumni community is a way of extending our Hult experience. We like to help people connect and to expand their networks. We set up a series of monthly meetups throughout 2019, and invited people from our wider networks to chat on current themes that would be interesting to the business lives of our alumni. It’s a chance to learn about new skills and take in new information, both from people we know and those we don’t. We’ve also organized events for smaller groups to get together for food, drinks, and movies. It’s our goal to develop the meetup activity around topics and events that will allow us, the alumni community in France, to get to know more of each other—and at the same time, hopefully provide some business opportunities. We meet mostly in Paris, but in future we’d like to expand our meetups and share events with neighbouring chapter cities and countries.”

expand our meetups and share events with neighbouring chapter cities and countries.”

## Chapter Leadership



Representatives from the Paris Alumni Chapter photographed by Antoine Doyen

### How would you describe the Hult alumni community in one word?

Alexandre Bellantoni, Class of 2018 .....	“Family”
Alfazazi Dourfaye, Class of 2017 .....	“Friendship”
Amar A. Ouldalala, Class of 2016.....	“Gatherer”
Aristide Pedro Belba, Class of 2016 .....	“Stimulating”
Cédric de Robillard, Class of 2014 .....	“Interactive”
Clément Morlais, Class of 2018 .....	“Sharing”
Francis Denaison, Class of 2015 .....	“Sharing”
Frederik Raudies, Class of 2018 .....	“Global”
Ivan Cviklinski, Class of 2016 .....	“Open-minded”
Jussara Nunes, Class of 2018 .....	“Diversity”
Karl Jonathan Razafindralambo, Class of 2016 .....	“Inclusive”
Kelly Leblond, Class of 2017 .....	“Friendly”
Laurent Normand, Class of 2010 .....	“Nice”
Lionel Pailloncy, Class of 2015 .....	“Useful”
Marie-Ange Kone, Class of 2018 .....	“Interesting”
Maxime Bory, Class of 2015 .....	“Teaming”
Mikel Sanches, Class of 2016 .....	“Exchange”
Patrice Afanou, Class of 2015 .....	“Active”
Thierry Ollier, Class of 2015 .....	“Diversity”
Thomas Foures, Class of 2013 .....	“Next door”

# New York, United States

“The NYC chapter connects a community of over 600 alumni from all over the world living in NYC. With the team leadership bolstered for 2019, we managed to increase the number of alums in our activities by 50%. We hold three social activities throughout the year, plus one very special one in the summer in collaboration with Deborah Briant, a Career Advisor at Hult. This sees 80+ students and alumni come together to share their experiences with the new graduating class on rotation at the New York campus. Later in September we celebrate Global Alumni Day. This year we organized a community cleanup around the Cooper Union neighborhood—it being the home of our rotation campus, we felt the need to give back to the community. We look forward to 2020 and giving another year of service to our alma mater, connecting our fellow alumni so every one of us can lift each other up for the greater good. Our motto is: together we are stronger.”

## Chapter Leadership



Representatives from the New York Alumni Chapter photographed by Matthew Cannon

### How would you describe the Hult alumni community in one word?

An Nguyen, Class of 2015 .....“Supportive”  
 Celia Shen, Class of 2018 .....“Global”  
 Charles Jackson, Class of 2018 .....“Dynamic”

Damir Gilyazov, Class of 2013 .....“Diverse”  
 Divyansh Munjal, Class of 2018 .....“Roots”  
 Joseph Alain Robis, Class of 2015 .....“Game-changer”  
 Lenin Guzman, Class of 2015 .....“Passionate”  
 Simon J. Margot, Class of 2017, 2018 .....“Support”  
 Sorangel Fersobe, Class of 2015 .....“Tribe”

# Continue Your Hult Journey

Stay connected to your classmates by joining Hult's exclusive alumni portal.

Hult Connect gives you access to:

- 1 Global alumni directory
- 2 Invitations to events around the world
- 3 A wide range of benefits and resources
- 4 Registration for lifelong learning opportunities

With a global alumni community of 23,000+, this is a network you'll want to be a part of.

Register today at [connect.hult.edu](https://connect.hult.edu).

## Colophon

### Superstars

Arielle Shnaidman  
Christian Jensen  
Consuela Dezso  
Cristian Fournies  
Danny Goh  
DECNA:  
Mallika Boobna,  
Marie-Louise  
Maitre,  
Zachary  
Benetatos  
Eleonora Ferrero  
Elpida Kokkota  
Fahad Garba Aliyu  
Germano Forneck  
Hayden Shock  
Jacob Cherian  
Jamal Blackwell  
Jean-Charles  
"JC" Seghers  
Juan Pablo Venegas  
Luca Rubino  
Marcelo Tournier  
Marina Wolters Rihani  
Monica Muriel  
Omar Sakr  
Pamela Wagner  
Prince Ghuman  
Sabrina Palme  
Sarveen Chester  
Silver Legacy:  
Alma Dóra  
Ríkarðsdóttir,  
Cédric Heylen,  
Marie Bielen,  
Martina  
Zvolenská,  
Maximilian Abel  
Tyler Wozny  
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Sorangel Fersobe

### Paris Chapter:

Francis Denaison,  
Jussara Nunes

### Shanghai Chapter:

Fiona Zhao  
Juan Pablo Venegas



Sabrina Palme  
Photographed by Joupin Ghamsari in London, UK

# HULT ALUMNI MAGAZINE

Symbio-Intelligence: Human & Machine Working Together

Amy Bradley  
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Cédric Heylen  
Marie Bielen  
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Maximilian Abel

Thomas Kurnicki  
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Laura Wittka

Valentina Valencia  
Yehia Badawy

The  
Future of  
Work

Ways of Learning

Changing Planet



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